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ABSTRACT

This guide for social service organizations provides basic information concerning proposal writing and grant application procedures which could be useful to anyone beginning fund raising efforts. It is organized in three sections. Section 1 covers preparation for proposal writing and components and format of a proposal. Section 2 outlines a plan of action for locating and contacting foundations. A bibliography of publications related to foundation grants and a list of Foundation Center information locations are provided. Section 3 presents background information and identification of important terms and procedures, an analysis of the "Catalog of Federal Domestic Assistance Programs," and a discussion of strategy for obtaining federal funds. A bibliography of federal grants is included. The following items are appended: (1) a general bibliography, (2) a glossary of terms, (3) a catalogue of federal domestic assistance programs, (4) federal department regional office locations, and (5) office of human development services organizational charts. (Author/RH)

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HOW TO RAISE MONEY FOR KIDS

(PUBLIC AND PRIVATE)

by: Anne Burr Dodge
Dana Friedman Tracy, ed.

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Additional copies are available from
The Coalition for Children and Youth
for $2.00.

February 1978

Coalition for Children and Youth
815 15th St, NW
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ACKNOWLEDGEMENT

In preparing "How to Raise Money for Kids," we relied on many excellent resources. The Foundation Center, the Grantsmanship Center, and Public Service Materials are essential sources of information for anyone interested in the wheres and hows of the fundraising process. Many of the books, booklets and manuals listed in the bibliographies were also used. We appreciate these efforts at making information more accessible and for helping to make the proposal-writing and grantsmanship process a more intelligible one.

We want, however, to extend a more personal thanks to those individuals and organizations who were particularily helpful. First, we want to that Mr. James Levine of Wellesley College for his excellent articles, "Hustling Resources for Daycare" and the supplement to that article. Second, we thank Mr. Timothy Saasta, Associate Editor of the Grantsmanship Center News, for his article "The Catalog of Federal Domestic Assistance Programs," which we used as a model for our own analysis of the Catalog. We also want to extend our appreciation to the Family Impact Seminar for their Inventory of Federal Programs that Impact on the Family, which we used in compiling our list of programs affecting children and youth. And, finally, we want to thank Mr. Jake Maimone, Chief Contract Officer for the Office of Education of HEW, for his advice and help in defining many of the terms listed in the glossary.

We also want to say a special word of thanks to Ms. Alice Cumberland, Executive Secretary for the Coalition for Children and Youth, for her expert typing, her professional advice and her patience.

By Edward Schwartz

EDWARD SCHWARTZ is president of the Institute for the Study of Civic Values.

Recently I was asked to write a grant proposal for a project in Pennsylvania related to adult education. After accepting the offer I discovered that the guidelines for this proposal had to conform to federal specifications. I did endure this remarkable procedure, but shortly thereafter conjured in a horrible nightmare the following letter written to Thomas Jefferson in late July 1976.

Mr. Thomas Jefferson
Continental Congress
Independence Hall
Philadelphia, Pennsylvania

July 20, 1976

Dear Mr. Jefferson:

We have read your "Declaration of Independence" with great interest. Certainly, it represents a considerable undertaking, and many of your statements do merit serious consideration. Unfortunately, the Declaration as a whole fails to meet recently adopted specifications for proposals to the Crown, so we must return the document to you for further refinement. The questions which follow might assist you in your process of revision.

1. In your opening paragraph you use the phrase "the Laws of Nature and Nature's God." What are these laws? In what way are they the criteria on which you base your central arguments? Please document with citations from the recent literature.

2. In the same paragraph you refer to the "opinions of mankind." Whose polling data are you using? Without specific evidence, it seems to us, the "opinions of mankind" are a matter of opinion.

3. You hold certain truths to be "self-evident." Could you please elaborate. If they are as evident as you claim, then it should not be difficult for you to locate the appropriate supporting statistics.

4. "Life, liberty, and the pursuit of happiness" seem to be the goals of your proposal. These are not measurable goals. If you were to say that "among these is the ability to sustain an average life expectancy in six of the 13 colonies of at least 55 years, and to enable all newspapers in the colonies to print news without outside interference, and to raise the average income of the colonists by 10 percent in the next 10 years," these would be measurable goals. Please clarify.

5. You state that "whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute a new Government. ..." Have you weighed this assertion against all the alternatives? Or is it predicated solely on the baser instincts?

6. Your description of the existing situation is quite extensive. Such a long list of grievances should precede the statement of goals, not follow it.

7. Your strategy for achieving your goal is not developed at all. You state that the colonies "ought to be Free and independent States," and that they are "Absolved from All Allegiance to the British Crown." Who or what must change to achieve this objective? In what way must they change. What resistance must you overcome to achieve the change? What specific steps will you take to overcome the resistance? How long will it take? We have found that a little foresight in these areas helps to prevent careless errors later on.

8. Who among the list of signatories will be responsible for implementing your strategy? Who conceived it? Who provided the theoretical research? Who will constitute the advisory committee? Please submit an organizational chart.

9. You must include an evaluation design. We have been requiring this since Queen Anne's War.

10. What impact will your program have? Your failure to include any assessment of this inspires little confidence in the long-range prospects of your undertaking.

11. Please submit a PERT diagram, an activity chart, and an itemized budget.

We hope that these comments prove useful in revising your "Declaration of Independence."

Best Wishes

HOW TO RAISE MONEY FOR KIDS (PRIVATE AND PUBLIC)

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It's 2 A. M., and you're at the typewriter with the telephone pinned to your ear. A co-worker is madly going through the files searching for last minute data to fill in the gaps. The proposal is due at 10 A.M. -- and this is only the second of four proposals due this month!

Do you recognize this scenario? Most social service organizations whose existence depends on getting financing from government agencies, foundations, or community chests, go through periodic fundraising crises. Fundraising, 99.9% of the time, means writing proposals. There appears to be a science to this process which the professional proposal writer and those successful, age-old agencies have mastered. This packet, prepared by the Coalition for Children and Youth, will attempt to demystify this alleged science.

The first section will present you with some tips on preparing yourself for the proposal-writing process and will also outline the basic components of most proposals. The second section will concentrate on how to locate and pursue money from foundations. The third section concerns Federal Funding. Unlike the other two sections, this final section will not focus on proposals or on steps in the funding process. Instead, it will discuss important background information about the Federal grant process and, will provide an analysis of the Catalog of Federal Domestic Assistance Programs, the primary source of information on Federal programs. Finally, this section will deal with some issues of strategy.

We are advocating something in this packet -- it is that you should know as much as you can about the animal you are dealing with. Therefore, strong emphasis is placed on knowing the primary sources of information (e.g., the Catalog of Federal Domestic Assistance Programs). At the end of each section there is a bibliography which provides a wealth of resources on proposal-writing, foundations, and Federal grant programs as well as information on the legislative, programmatic and policy issues affecting children and youth.

The Coalition for Children and Youth is fortunate to have a highly-diversified membership. Members range from small community-based service projects to large national organizations. There are those with an intimate knowledge of the foundations and a firm grasp on the Federal grant process. There are also those who are relatively new to the skills of grantsmanship. Therefore, this packet begins with the more basic elements of fundraising and gradually becomes more complex and technical. We hope that it provides some new and interesting information for everyone.

THE PROPOSAL

This section addresses two aspects of the proposal writing process. The first explores some steps that might be taken to prepare yourself for writing the proposal. The second examines the actual components of a proposal and some suggestions on how to best formulate these components.

A. NOTES ON PREPARATION

It is through good preparation that most of the anxiety and crisis nature of proposal writing can be eliminated. The key is to have as much information at your finger tips as you can before starting the proposal. Maintaining updated files is one important element. Good files would include reliable statistical data on the daily operation of your program, on your accomplishments, and documentation of the need or problems to which your organization is responding. They would contain letters of support, lists of conferences attended, meetings sponsored and copies of any newsletters or publicity you have done. Files would also include information regarding other efforts, similar to your own; sympathetic funding sources; information on important legislation; as well as bibliographies, articles, reports and books that realistically treat the issues addressed by your organization.

Regular discussions with the full staff are also important. Such discussions can be helpful in documenting progress, clarifying needs, generating new ideas, outlining strategies, etc. All too often the staff is brought in only when it is time to do the dirty work, the night before the proposal is due.

In the process of preparing for a new fundraising drive, such discussions could focus on the following series of questions. How would a given project improve the quality of service/s the organization provides? What have you as an organization experienced that would lead you to believe that such a project is needed? How much data is available to substantiate this belief? What resources does the organization have in terms of staff -- who would manage the project; who would work on it; should additional staff be hired and with what qualifications? What materials and equipment will be needed? Is the organization qualified to carry out such a project; and can you prove that to a funding source? How will the project affect your community, your target population? Will it have local or national impact?

If the project does not get funded, what differences will it make? This is a question that many funding sources will ask. It is not enough to answer that a good service will go down the drain. The answer should clearly demonstrate that there is a need and that your organization is best able to meet that need. Even more important, the answer should prove your uniqueness and indispensibility. Need, ability, uniqueness and indispensibility are the key points to highlight in a good proposal.

If you and your organization have come to consensus on the project, you might want to examine the idea in light of budget implications. Examine your existing budget and funding sources -- can you justify your need for outside money?

Once you have explored the idea within your organization, the next step is to look at other resources that exist in your community, city or in other agencies working in your field. Here you are looking for three things: 1) areas of programmatic cooperation; 2) potential political support; and 3) additional information to verify the need. Ideally, you should get letters of support from other local organizations, public officials and community leaders. With organizations doing similar or related work, you might want to outline areas of possible cooperation. Admittedly, this is not always possible; but, at least be sure that what you are proposing is not counter-productive or blatantly duplicative of work already being done.

Once these preliminary discussions have taken place, two major tasks lie ahead of you. They are: 1) the detailed development of the proposal, and 2) the identification and pursuit of an appropriate funding source. While each of these tasks entail distinctly different activities, they should be pursued simultaneously and in consideration of one another.

B. THE PROPOSAL: BASIC COMPONENTS

Foundations and government agencies often have their own forms and/or guidelines that you must use in preparing your grant proposal. In fact, government agencies usually have forms and guidelines that are so elaborate, they will detail each little step of the proposal writing process. The first step is to be sure that you have these on hand. Whether you are provided with detailed forms or only broad guidelines, you will still cover the same basic information. These basic components of a good proposal include: the cover letter; statement of the problem (what and how extensive is the need); statement of the goals of the proposed project; the objectives (what will be achieved); capability (the ability of the organization to carry out the project); the strategies or methodology (how will it be done); and the budget (how much it will cost to do). Some agencies will also want a detailed plan for evaluation. What follows is an analysis of each of these components.

1. The Cover Letter

A cover letter should be written and sent with your proposal. It should be written on letterhead paper and be as professional looking as possible. This letter should tell them briefly who you are, what you want to do, how much money you are asking for, and for what period of time. You might want to highlight one or two innovative aspects of your project or, show evidence of a good track record for success. Be sure to thank them for their attention and consideration, and for any assistance they have already provided. You might want to list the names of your Board of Directors, and/or your advisory board, if you have one. Again this adds an air of professionalism as well as giving the funding source names of people to contact for references.

2. The Problem Statement

DEFINE THE NEED YOU WANT TO ADDRESS: Begin with a general discussion of the problem as it affects your client group, community, city, or society as a whole. Include some general illustrations of the problem. Define the target population (the people you want to affect). Be sure to provide the most relevant characteristics of this group, such as geographic location, income level, age, etc.

SUPPORT YOUR STATEMENT OF THE NEED WITH STATISTICS: Going from the general to the specific, the intention here is to substantiate the existence of the need from every dimension possible. Use Census Track data. Use data collected by your organization or by others working in your area. Use data from your state, county, city or town about the target population or the problems affecting them. The above are primary sources of statistical data. Secondary sources such as articles, reports or research studies, are also adequate. Use your own experiences, including concrete examples of things you have observed. You could also relate a human interest story to give more emotional impact. Just remember you don't have to be original, just have to prove the point.

3. The Goal Statement

A GOAL IS AN OVERALL STATEMENT THAT DESCRIBES THE GENERAL DIRECTION: It is the grand intent to the project you are proposing. For Example: "To Improve the Quality of Foster Homes," or "To Improve Reading Skills," or "To Minimize Truancy and Reduce Juvenile Delinquency."

THE GOAL IS THE LOGICAL RESPONSE TO THE DEMONSTRATED NEED: The relationship between goals and needs should be made absolutely clear. If, for example, the problem you described is the high level of truancy and one of your goals is to create better recreational facilities, the relationship might be very clear to you but not to the funding source. Remember, they might know very little about your type of work. They will, however, know a lot about proposals and are looking for such apparent inconsistencies.

4. Statement of the Objectives

OBJECTIVES ARE A SERIES OF ACTIONS OR EVENTS THAT YOU WANT TO HAVE HAPPEN BY THE END OF YOUR PROJECT: They should be logically connected to the goals. They should break down the goals into more concrete and detailed statements.

OBJECTIVES SHOULD BE MEASURABLE: They should describe clearly the following: what will happen, to whom will it happen, to what degree will it happen and by what time will it happen? If these questions have been answered in your objectives, anyone who examines the results of your project will be able to determine whether the objectives have been met.

A BAD OBJECTIVE STATEMENT: A cooking student has as an objective "To Bake A Cake." On completing the course, s/he does bake a cake, but not only is it unappealing to look at, but everyone who tastes it becomes ill immediately. Has the objective been met? Well, s/he did bake a cake which was the only criteria for success. This obviously was not the intent and such confusion can be avoided if objectives are stated more specifically in the future.

A MEASURABLE OBJECTIVE: "To bake a cake that is appealing to the eye, tasty and nutritious."

A GOOD MEASURABLE OBJECTIVE: The project staff will hold a series of 10 Informational Workshops at each of the 10 local High Schools by June, 1978. Each workshop will address the "Issue of Sex Education: the role of Parents and Teachers."

5. Capability

CAPABILITY IS THE ORGANIZATION'S ABILITY TO CARRY OUT THE PROJECT: This would include the organization's qualifications. Briefly describe the organization: its history, overall goals, past successes, and current endeavors. Detail briefly how the given project related to the organization as a whole. How will it improve the quality of service the organization provides? What benefits will there be to the community if your organization undertakes the proposed project? What benefits will there be to the organization? Uniqueness and indispensibility should be highlighted again.

6. Program Strategies or Plan of Action

PROGRAM STRATEGY IS THE BLOW-BY-BLOW DESCRIPTION: This should describe the project's day to day activities as needed to accomplish the objectives. It should describe the actual tasks to be carried out by staff and whatever material or other resources they will need. It should also describe how these activities relate to other activities within the organization. All tasks should be listed in the order in which they will be undertaken and a time frame for when completion of each task is expected.

PERSONNEL REQUIREMENTS SHOULD ALSO BE INCLUDED: Begin with job descriptions, i.e., the functions each staff person is required to perform. You can refer the reader to resumes attached as appendices. Describe staff qualifications in terms of values, professional training, years of experience, etc.

7. Evaluation Plan

Your proposal should include an evaluation plan that answers the questions used in the example below:

EXAMPLE: You have a remedial reading program in which you want to bring all eight year olds in the program up to fourth grade reading levels. Your evaluation plan might resemble the following:

QUESTION: What will verify the achievement of your objective?

ANSWER: A grade of 4 or better on the U. S. Reading Achievement Test.

QUESTION: How will the data be collected?

ANSWER: The U. S. Reading Achievement Test will be given at the outset of the project; at the midterm; and at the end of the project.

QUESTION: In what form will the date be presented?

ANSWER: Presentation will include student scores prior to entry in the program, at midterm and at the end of the project. It will also include averages and distribution measures of the entire group.

QUESTION: When will the date be presented?

ANSWER: Pre-test data will be presented within the first month of the program; midterm data will be presented within the seventh month

of the program, and the final data will be presented within the thirteenth month (or the month after the end of the project year).

QUESTION: Who will conduct the evaluation and why?

ANSWER: Dr. Alice N. Wonder, PHD
Associate Professor of Education
University of the West
West, USA

(Dr. Wonder is a remedial reading specialist, who has offered to lend her skills and expertise to the project)

In some cases, the funding source will want more elaborate evaluation plans that will require the resources of an outside firm. If so, be sure your budget includes the cost of the evaluation. Also, be sure to work closely with the evaluators so that they understand fully your concerns and objectives.

8. The Budget

A BUDGET IS A REALISTIC ASSESSMENT OF ALL PROJECTED EXPENSES: For most proposals the budget is a listing of expenses to be incurred in order to carry out your methodology or plan of action. There should not be any line item in the budget that is not justified in the body of the proposal. If for instance you have a tape recorder as an expense listed in your budget, make sure you have discussed in your methodology how you plan to use the tape recorder and why.

FORMS AND GUIDELINES: Most foundations have guidelines for budget preparation. Most government agencies have detailed forms to fill out. Be sure to have these before you start. Both foundations and government agencies usually have staff who are willing to offer technical assistance.

FORMAT: The format should be simple using the category title and the list of specific items in one column, and the dollar figure opposite it in another column. There should be space in the middle for a column of percentages (DIRECTOR 1/2 time) $6,000). It should also be clear whether these expenses are annual, weekly or bi-weekly projections.

EXAMPLE: PERSONNEL

1. List each staff position.
2. List support staff if, for example, secretaries from the main organization will put time into the project. Including the percentage of their work time that is to be spent on the project.

3. List consultants if, for example, the project will hire an outside lawyer, doctor or auditor.
4. You can also list volunteers, putting either "none" or "in kind" (see below) in the dollar column.

FRINGE BENEFITS - this can be a total figure or it can be separated out for each individual staff. It includes social security benefits, unemployment compensation, health plan, etc.

FACILITY - this is a category that is often listed as an indirect cost.

1. Rental cost (See below).
2. Utilities.
3. Repairs, etc.

SUPPLIES AND MATERIALS

1. List of program supplies or materials (i.e., tables, books, medical supplies, etc.).
2. List of office supplies (paper, pens, file folders, etc.).

EQUIPMENT - be careful here. Be sure of what your funding source is willing to pay for. (See Capital Expenses Below).

COMMUNICATIONS

1. Telephone (local as well as long distance and installation costs if you do not already have phones).
2. Postage (cost of regular mailings, etc.).

OTHER

1. Travel
2. Printing
3. Audits for Evaluations

NOTES:

Direct/Indirect Costs: Direct costs are those expenses that are clearly connected to the operation of the project. Indirect costs are those that are only partially related; or, are shared expenses of the project.

In Kind: "In Kind" can cover anything that is donated to the project (i.e., volunteer time, donated space or materials, the use of a computer, etc.).

Cost-Sharing or Matching Funds: Government grants often come with the stipulation that a certain percentage of the cost be shared. Non-profit organizations can often meet this requirement with "In Kind" services or materials.

Capital Expenses: Capital expenses, usually equipment, are things that will not be used up in the course of the project. (i.e., typewriters, video equipment, cameras, etc.). Many government contracts do not allow you to purchase equipment; they insist that you rent equipment, despite the fact that it is more expensive.

Estimating: Unless otherwise specified, expenses can be estimated. While you shouldn't pad your budget, be sure not to leave anything out or underestimate your expenses. In other words, it is better to overestimate your expenses. In other words, it is better to overestimate a little than to underestimate at all.

Accounting: Because budgets are so important, it is well worth the investment to hire an outside accountant, if you don't have one on staff. If you do hire a professional accountant list the cost under consultant services.

* Refer to example budget at the end of this section.

SECTION I. The Proposal

C. BIBLIOGRAPHY

BUDGETS:

Up your Accountability -- How to Up Your Serviceability and Funding and Funding Credibility by Upping Your Accounting Ability

Paul Bennett, ($7.95 plus $.50 handling)

Available thru - Taft Productions, Inc.
100 Vermont Avenue, N. W.
Washington, D. C.

- Your library could carry it. It is free to subscribers of the Taft Information Service. It can also be ordered separately.

- This publication includes introductory materials on accounting for non-profit organizations covering: Managerial accounting, bookkeeping concepts and practices, budgeting procedures, and procedures for maintaining "internal control" of your organization.

HOW-TO's

Developing Skills on Proposal Writing, Mary Hall

Continuing Education Publications
Waldo 100
Corvallis, Oregon 97331 ($10)

How to Write Successful Foundation Publications, Joseph Dermer

Public Service Materials
355 Lexington Avenue
New York, New York 10017 ($8.95)

Program Planning and Proposal Writing, Norton J. Kiritz

Grantsmanship Center
1015 West Olympic Boulevard
Los Angeles, California 90015 (75¢)

An eight page guide for planning and proposal writing

Proposal Writing, Jack Crawford and Cathy Kielsmeier

Continuing Education Publication
Waldo 100
Corvallis, Oregon 97331 ($10)

An extremely useful manual and work book on writing research proposals with an excellent budget section. It is available in most libraries and through many university and college bookstores.

What Will a Foundation Look for When You Submit a Grant Proposal?

What Makes a Good Proposal? Lee and Barbara Jacquette, 1973

Robert A. Meyer, 1973

Both are reprints from the Foundation Center News and can be purchased for $.10 each plus $1 handling from:

Foundation Center
888 Seventh Street
New York, New York 10019

(See Appendix in Section II for addresses of Foundation Center's other main offices and regional collections)

* Refer the Section II Foundation Bibliography for the following, all have excellent sections on proposal writing.

The Bread Game, Revised Edition: The Realities of Foundation Fundraising, Glide Publications, San Francisco ($2.95)

The Art of Winning Foundation Grants, Howard Hillman and Karen Abarbanel, Vanguard Press, New York, New York, 1975 ($10)

SAMPLE BUDGET FOR AGENCY A

A.	PERSONNEL	Annual Salary	% of Time Assigned	TOTAL
	a. Project Manager	$20,000	100%	$20,000
	b. Staff Assistant	12,000	100%	12,000
	c. Secretary	8,500	50%	4,250
	d. Executive Director, Agency A	25,000	15%	3,750
	e. Bookkeeper, Agency A	$10 an hour	10 hr. a month	1,200
	f. Research Assistant, Agency A	10,000	10%	1,000
	g. Administration Assistant, Agency A	10,000	10%	1,000
	h. Assistant Director, Agency A	18,000	5%	900
B.	Fringe Benefits (@ 20% of direct salaries)			8,580
C.	Travel			
	a. Transportation			
	1. Survey (15 trips @$175)		$2,625	
	2. Symposium (20 trips @ $175)		3,500	
			$6,125	$6,125
	b. Per Diem			
	1. Survey (75 days @$35.00		$2,625	
	2. Symposium (60 days @$35.00)		2,100	
			$4,725	$4,725
		SUB-TOTAL		$10,850
D.	Equipment - Furniture & Equipment (Including typewriters)			2,390
E.	Supplies			900
F.	Other			
	a. Consultants (@ $200 a day)	Est. Days		
	1. Issue Identification	50	$10,000	
	2. Survey	100	20,000	
	3. Symposium			
	• Preparation pf Papers	75	15,000	
	• Attendance & Follow-Up	25	5,000	
		SUB-TOTAL	$50,000	50,000
	b. Rent			2,400
	c. Telephone			2,400
	d. Reproduction			2,200
	e. Meeting facility and expenses			700
	f. Postage			480
			TOTAL	$125,000

FOUNDATIONS: A STRATEGY FOR SUCCESSFUL FUNDRAISING

There are hundreds of foundations across the country. Therefore, it would be impossible to examine all of them in much detail. What will be done is to outline a plan of action: where to start; what to look for; how to get more information; how to initiate contact; and how best to present your proposal. Since most of us do not have the time to do an extensive search or to go through each step of the preparation and proposal writing, the goal here will be to find convenient shortcuts.

A. Where to Start

The first step is to identify those foundations that are most likely to fund your project. The Foundation Center publishes the most extensive collection of books on the foundations. It has 40 regional collections in public libraries across the country (refer to Section F for these addresses) as well as three national centers. There are several other important resources centers and services listed in the bibliography, which you might explore. If you are relatively near any of these it would be well worth your while to make the trip. If they are inaccessible, call the major libraries in your area and ask whether they have any of these publications.

Foundation directories, indices or profiles are formidable documents at first glance. You might want to read one of the "how-to" books, such as Researching Foundations: How to Identify the Ones that May Support Your Organization. (see Bibliography) This book will guide you through such key sources as the Foundation Directory, the Foundation Grants Index and tell you how to use IRS 990-A Forms (these forms detail the assets and expenditures of all the foundations). If you don't have the time or can't get a hold of one of the "how-to" books, you will need to develop a preliminary screening process. A screening process will help you to quickly select those foundations dealing with your field of work, with your community, or who are interested in projects like yours. The following are some suggestions for such a screening process:

About the Funding Source: There are basically five types of foundations: local, family, business, special interest and national. There are many that overlap, but such distinctions will allow you to decide quickly which foundations will not be interested, and give you clues as to which ones are most likely to be interested.

Briefly, local foundations, like the Milwaukee Foundation in Wisconsin, give grants to projects within their state, county or city. There are local foundations such as the Milwaukee Foundation in most states and these are the first ones to consider as potential funding sources for the community or locally-based projects.

Business foundations (included here are many large businesses who give grants but do not necessarily have separately incorporated foundations) give grants mainly to communities where their corporation has plants or where many of their employees live. Such businesses can often

be approached from the angle that community services (e.g., daycare or a health project) will benefit them in terms of improving worker morale or reducing absenteeism.

Family Foundations are those set up by wealthy families to channel money into the favorite charities of individual family members. Such foundations are also often open to interesting or innovative projects in their city or area. Some foundations have special interests or a history of funding projects within a certain field. For example, the Carnegie Foundation has a history of funding education.

National foundations, like the Ford Foundation or the Rockefeller Brothers' Fund, offer large grants of money to projects that are national in scope. They fund a wide variety of projects across the country. It would not be worth the effort to approach these foundations unless you are sure you have a project that will have national impact or can be duplicated in other parts of the country.

About Your Project: What kind of project do you have in mind? Will it have local or national impact? It is basically research, direct service, education or "bricks and mortar" (i.e., construction or renovation)? And, are you asking for a large grant, say $50,000, or a small one, say $5,000. What will the requested money be used for (staff, materials, equipment, etc.)? After considering the above, you should have a good idea of what kind of foundation you are looking for. For example, say you are a local community youth center looking to start a drug abuse program. You are asking for $18,000 for staff, materials, rent and publicity expenses. First, you are local in scope, so you would start by identifying the local, family or business foundations in your area. Then you would look through to see which of these has funded youth programs, drug programs or who are interested in your community. Finally, you would look to see which of these gives grants of the size that you want and for the purposes you want.

B. GETTING MORE INFORMATION:

Once you have isolated several possible foundations, it is time to analyze these more closely. Each foundation has its own general philosophy and set of priorities. The latter can change or fluctuate in their order of importance. There are several ways of getting this information. The first is to write to the foundations directly asking for their last annual report. Annual reports will list, often in some detail the projects they have funded in the last year. Usually, they will include a statement of the foundation's history and philosophy.

The second is to talk to someone who has dealt recently with one of the foundations. It would, of course, be even better to know/or know someone who knows a trustee or foundation staff person to talk to directly. Ask them what kinds of special interests the foundation has had and who would be the best person to contact. If you don't know anyone personally, call the project nearest you that has been funded by that foundation and see if someone there can provide you with the same information.

C. INITIAL CONTACT

If at all possible, arrange an introductory meeting between you and the foundation's trustee or officer before you submit your proposal. The goal here is to interest them in you and your work as well as for you to get more information on them. The Foundation Center published an article comparying successful and unsuccessful proposals (see Bibliography). Of all the proposals that were basically good, the key factor for approval or disapproval was personal contact. Like with anything else, the better they know you, the more interested or sympathetic they are going to be.

Write a brief letter of introduction, emphasising some of the most interesting, successful, or innovative aspects of your work. Request an appointment -- an introductory meeting to share with them some of your work and to learn more of the foundation. If you have the name of someone, it is always best to address it to an individual. Follow-up the letter with a phone call. Remember, learning about new and interesting projects is the foundation's business; so, even if they tell you that their budget is already set for the next six months, it shouldn't be too hard to persuade them to meet with you anyway.

Give some thought to who would be the best person to represent your organization. Because personal contact is such a critical factor in successful grantsmanship, you need to be sure that the contact person will make a good impression. Clearly, your representative should be someone who speaks well, knows the organization well, is amiable but commands respect at the same time.

Prepare yourself for this meeting. Bring along materials that highlight significant aspects of your program, that demonstrate past successes, an innovative approach, or that will emphasise your credibility in your field or in your community. Be prepared to answer questions not only about your organization, but possibly about how you cooperate with other organizations doing similar or related work in your community. Some questions might focus on your financial stability -- here you want to be careful. You want to show that you are financially stable and resourceful; but that you definately need the money. Foundation people want to know that the money they give to you is needed but is not going to be wasted, nor be used for general operating expenses if received for a specific project.

Write down questions to ask them. Focus these on philosophical issues as well as practical ones. For example, when and how often does their Board of Directors meet, when are proposals due, and what is their reviewing procedure? Be sure to get a copy of their proposal guidelines.

These initial meetings, if done before you present your actual project, may give you some helpful clues for reworking your proposal. This reworking might only entail a few word changes - substituting words they have used or adding a couple of phrases you have heard. The key here is to translate your proposal into terms that most clearly reflect the interests and terminology of the individual foundation.

Reworking might also mean a major change in your strategy. You might decide after meeting with several foundations that you could get more by dividing your project into several smaller proposals. The basic project would remain the same

perhaps, but its components would be funded by several different sources rather than through one larger foundation.

D. PRESENTING YOUR PROPOSAL:

The importance of building contacts cannot be over-emphasized. When you have decided on a foundation, then focus your attention on it. Find out who are the key people on their Board, who would be your potential allies? Is there a way you could meet with them? Find out what kinds of assistance you can get from the foundation's staff. For example, most foundations have staff who are willing to help you rework your budget to meet the foundation's guidelines. Use them -- if for nothing else than to build a more solid relationship.

After you have submitted your proposal, you will have to wait while the foundation does an initial review. If you have not been eliminated on the first round, you may be invited to a meeting. The purpose of this meeting is for you to present and defend your proposed project.

Be prepared to defend every aspect of the proposal from the definition of the need to each item of the budget. Again, be aware of other organizations in your field or in your community. Have a prearranged plan for consultation and cooperation with other groups wherever possible. If there are other organizations doing work similar to yours, be sure that you can distinguish yourself (e.g., showing that you have an innovative approach, that you will be reaching an untouched population, or are filling gaps that exist). Be careful not to talk against another organization even if you think they do a poor job. Tell them of other fundraising efforts, putting extra emphasis on any that will lead to continued funding for the project. Most important, have a strategy for continuing the project beyond the foundation's funding limit.

Of all the points that could be raised about fundraising from foundations, the two most important ones are a) to research the foundation before you present your proposal; and, b) to build contacts. Consequently, even if they decide not to fund your project, write them a letter thanking them for their consideration. It will go into their files; and just might be remembered if you go back to them with another proposal. Then call the people you had the most contact with and ask them why you were turned down. See if they have any ideas on where you might go next; or, whether there is a chance the foundation might be interested in funding other aspects of your work.

Successful grantsmanship is not a mystical art. It is a skill built on experience.

E. BIBLIOGRAPHY:

THE FOUNDATION CENTER -- Its Publications
(refer to Section F for the addresses of the three national offices and the 60 regional collections)

FOUNDATION DIRECTORY, EDITION VI

Order From: Columbia University Press
136 South Broadway
Irvington, New York ($35 plus $1 handling)
Edited By: Marianna O. Lewis, September, 1977

The Directory contains information about 2,818 of the largest foundations in the U. S. -- foundations having assets of over $1 million, and awarding grants of more than $100,000 annually. These foundations account for approximately 80% of the grants awarded in the U. S. each year. It is cross indexed according to Subject, State or City, Trustees and Administrators, Foundation Donors, and by Foundation Names. The subject Index might be of particular interest because it refers you directly to those foundations with a history of funding projects within your general area (e.g., education, health, etc.). It also includes such information as application procedures, telephone numbers, and frequency of board meetings.

FOUNDATION GRANTS INDEX, 1976

This is 361-page compilation of the Grants Index supplement that appears in the bi-monthly Foundation News. It covers approximately 300 major foundations in the U. S. and gives a detailed summary of about 10,000 awarded grants.

Order From: Columbia University Press
136 South Broadway
Irvington, New York ($15 plus $1 handling)

FOUNDATION GRANTS TO INDIVIDUALS

Order From: The Foundation Center
888 Seventh Avenue
New York, New York 10019 ($12 plus $1 handling)

Revised annually, this important source book describes the programs of over 1,000 foundations that make grants to individuals. It has a Subject index that divides the foundations into broad program areas. It gives the foundation's address, the name of the person to contact, the amount of its assets, the number of individuals receiving grants, for what, application information and a description of that part of the foundations program that is related to individuals.

FOUNDATION CENTER NATIONAL DATA BOOK

Order From: The Foundation Center
888 Seventh Avenue
New York, New York 10019 (Write for the price)

The only directory published that includes information on all the 27,000 foundations classified by the U. S. Internal Revenue Service. It is indexed both alphabetically and by state in de-descending order according to the size of the grants made. It gives the foundation name, address, principle officer, assets, amount of grants made and the gifts received within the most recent year. This is an important work especially for community organizations because it includes the smaller foundations in each state.

FOUNDATION NEWS

Bi-monthly, annual sub. $20.00
News and feature articles on important developments in the foundation field.

NOTE: The foundation Center has other major publications listed below. If any of them sound interesting to you, you can write the Foundation Center's New York or Washington office for more detailed information.

INTERNATIONAL PHILANTHROPY: A COMBINATION OF GRANTS BY UNITED STATES FOUNDATIONS, 1977

FOUNDATION CENTER SOURCE BOOK PROFILES, August, 1977

COMSEARCH PRINTOUTS, a computer service which provides Foundation Center users with computer printouts on foundations interested in such broad areas as arts, science, education, etc.

You should also find out about the Foundation Center's Associate Program which offers services such as customized information on any of the 26,000 foundations covered; Centerline (a toll-free telephone reference service); Centerline News (taped bulletins with the latest foundation news each week and available via Watts line); and others. The annual fee for membership is $200.

GRANTSMANSHIP CENTER

1015 Olympic Boulevard
Los Angeles, California 90015 (213) 485-9094
1028 Connecticut Avenue, N. W., Washington, D. C. 20036
(202) 331-0833

The Grantsmanship Center News, Published 8 times per year
Annual subscription: $15 one year, $27 two years, $38 three years
contains reports on Federal and Foundation grant patterns.

RESEARCHING FOUNDATIONS: HOW TO IDENTIFY THE ONES THAT MAY SUPPORT YOUR ORGANIZATION
a 24 page booklet combining five important articles from the Grantsmanship Center News. Each describes how to use some of the basic foundation resource materials.

Title XX: A Guide to the New Law for the $2.5 Billion Social Services Program ($1)
a 16 page article reprinted from the Grantsmanship Center News on Title XX of the Social Security Act.

The Center conducts week-long training workshops in large cities across the country. The workshops are limited to 15-20 participants and costs $245 per person.

THE HUMAN RESOURCES NETWORK

2010 Chancellor Street
Philadelphia, Pennsylvania 19103

Profiles of Involvement: The Handbook of Corporate Social Responsibility (1976 edition) ($42.00)

Offers a description of 231 large corporations and the 743 different programs funded by them. Available in many large libraries, this handbook can be helpful to you in designing a strategy for approaching corporations for funding. It tells you what they fund by broad areas -- education, community development, etc.

PUBLIC SERVICE MATERIALS CENTER

355 Lexington Avenue
New York, New York 10017 (212) 687-0646

Where America's Large Foundations Make Their Grants, ('75-'76 edition) ($24.00)

The New How to Raise Funds From Foundations, Joseph Dermer, $8.95

How to Write Successful Foundation Presentations, Joseph Dermer, $8.95

Both the above books are manuals taking the reader through a step-by-step process for writing proposals, presenting them and successfully following up. They can be ordered together for $16.00.

The Complete Fund Raising Guide, Howard R. Mirkin
This covers a number of different funding sources.

TAFT INFORMATION SYSTEM

Taft Corporation
1000 Vermont Avenue, N. W.
Washington, D. C. 20005

Cost for complete service: $275 annually; $230 for individuals

Foundation Reporter, annual, 250 major foundations: type of foundation, number of grants, recipients name and grant amounts, geographical distribution of grants.

Foundation Report Supplement: an update to the Reporter published several times a year.

News Monitor on Philanthropy: Monthly newsletter.

Hotline News: Bulletin altering grant seekes to important foundation news or events.

NOTE: This information can often be obtained from local college development offices.

Foundation Profiles: In depth analysis of richest foundations in the United States.

The News Monitor can be subscribed to individually ($35 a year)

They are also publishing a new book which will profile 300 large corporate foundations in the U. S. It will be available to subscribers only.

'HOW TO' BOOKS ON FOUNDATION FUNDRAISING AND PROPOSAL WRITING

The Art of Winning Foundation Grants, K. Abarbanel and H. Hillman, Vanguard Press, New York, New York 10017 $6.95

About Foundations: How to Find the Facts you Need to Get a Grant, Judith Margolis The Foundation Center, 888 Seventh Avenue, New York, New York 10019 1975 $2.00

The Bread Game: The Realities of Foundation Fund Raising Herb Allen, Glide Publications, 330 Ellis Street, San Francisco, California 94102 $1.95 - short and excellent

How to Get Your Fair Share of Foundation Grants, Joseph Dermer, Public Service Material, 355 Lexington Avenue, New York, New York 10017, 1972 $8.50

How to Raise Funds from Foundations, Joseph Dermer, Public Service Material, 355 Lexington Avenue, New York, New York 10017, 1975 $8.95

How to Write Successful Foundation Presentations, Joseph Dermer, Public Service Material, 355 Lexington Avenue, New York, New York 10017, $8.95 (the above two can be ordered together for $16.00)

"MUST GET" BOOKLETS AND ARTICLES

What Makes a Good Proposal? Lee Jacquette & Barbara Jacquette, 1973
What Will a Foundation Look for When You Submit A Grant Proposal? Robert A. Meyer 1972 - both are reprints from Foundation Center News and costs 10¢ each
Philanthropy in the United States: History and Structure F. Emerson Andrews, 50¢
Personal Contact -- Is It Really Necessary? (Free)
About Foundations: How to Find the Facts You Need to Get a Grant, Judith B. Margolis, 1977 $3.00
All five of the above can be ordered from the Foundation Center, 888 Seventh Avenue, New York, New York 10010

F. THE FOUNDATION CENTER

The Foundation Center gathers and disseminates factual information on philanthropic foundations through program of library service, publication, and research. Regional reference collections provide free public access nationwide to Center publications and other specialized sources of foundation information. Each collection contains the Internal Revenue Service information returns for most foundations located within its state. Several collections, indicated below, also cover foundations in adjacent states.

NATIONAL COLLECTIONS

The Foundation Center
888 Seventh Avenue
New York, New York 10019

The Foundation Center
1001 Connecticut Avenue, N. W.
Washington, D. C. 20036

Donors Forum of Chicago
208 South LaSalle Street
Chicago, Illinois 60604

REGIONAL COLLECTIONS

ALABAMA
Birmingham Public Library
2020 Seventh Avenue, North
Birmingham 35203

ARIZONA
Tucson Public Library
200 South Sixth Avenue
Tucson 85701

ARKANSAS
Little Rock Public Library
Reference Department
700 Louisiana Street
Little Rock 72201

CALIFORNIA
University Research Library
Reference Department
University of California
Los Angeles 90024

San Diego Public Library
820 "E" Street
San Diego 92101

San Francisco Public Library
Business Branch
530 Kearny Street
San Francisco 94108
(Also covers Alaska, Arizona, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, and Washington)

COLORADO
Denver Public Library
Sociology Division
1357 Broadway
Denver 80203

CONNECTICUT
Hartford Public Library
Reference Department
500 Main Street
Hartford 06103

FLORIDA
Jacksonville Public Library
Business, Science, and Industry Department
122 North Ocean Street
Jacksonville 32202

FLORIDA
Miami - Dade Public Library
Florida Collection
One Biscayne Boulevard
Miami 33132

GEORGIA
Atlanta Public Library
126 Carnegie Way, N. W.
Atlanta 30303
(Also covers Alabama, Florida, South Carolina, and Tennessee)

HAWAII
Thomas Hale Hamilton Library
Humanities and Social Sciences Division
2550 The Mall
Honolulu 96822

IDAHO
Caldwell Public Library
1010 Dearborn Street
Caldwell 83605

ILLINOIS
Sangamon State University Library
Shepherd Road
Springfield 62708

INDIANA
Indianapolis - Marion County Public Library
40 East St. Clair Street
Indianapolis 46204

IOWA
Des Moines Public Library
100 Locust Street
Des Moines 50309

KANSAS
Topeka Public Library
Adult Services Department
1515 West Tenth Street
Topeka 66604

KENTUCKY
Louisville Free Public Library
Fourth and York Streets
Louisville 40203

LOUISIANA
New Orleans Public Library
Business and Science Division
219 Loyola Avenue
New Orleans 70140

MAINE
University of Maine at Portland -
Gorham Center for Research and
Advanced Study
246 Deering Avenue
Portland 04102

MARYLAND
Enoch Pratt Free Library
Social Science and History
Department
400 Cathedral Street
Baltimore 21201

MASSACHUSETTS
Associated Foundation of Greater
Boston
294 Washington Street, Suite #501
Boston 02108

Boston Public Library
Copley Square
Boston 02117

MICHIGAN
Henry Ford Centennial Library
15301 Michigan Avenue
Dearborn 48126

Purdy Library
Wayne State University
Detroit 48202

Grand Rapids Public Library
Sociology and Education Department
Library Plaza
Grand Rapids 49502

MINNESOTA
Minneapolis Public Library
Sociology Department
300 Nicollet Mall
Minneapolis 55401
(also covers North and South Dakota)

MISSISSIPPI
Jackson Metropolitan Library
301 North State Street
Jackson 39201

MISSOURI
Kansas City Public Library
311 East 12th Street
Kansas City 64106
(also covers Kansas)

The Danforth Foundation Library
222 South Central Avenue
St. Louis 63195

MONTANA
Eastern Montana College Library
Reference Department
Billings 59101

NEBRASKA
W. Dale Clark Library
Social Sciences Department
215 South 15th Street
Omaha 68102

NEW HAMPSHIRE
The New Hampshire Charitable Fund
One South Street
Concord 03301

NEW JERSEY
New Jersey State Library
Reference Section
185 West State Street
Trenton 08625

NEW MEXICO
New Mexico State Library
300 Don Gaspar Street
Santa Fe 87501

NEW YORK

New York State Library
State Education Department
Education Building
Albany 12224

Buffalo and Erie County Public Library
Lafayette Square
Buffalo 14203

Levittown Public Library
Reference Department
One Bluegrass Lane
Levittown 11756

Rochester Public Library
Business and Social Sciences Division
115 South Avenue
Rochester 14604

NORTH CAROLINA
William R. Perkins Library
Duke University
Durham 27706

OHIO
The Cleveland Foundation Library
700 National City Bank Building
Cleveland 44114

OKLAHOMA
Oklahoma City Community Foundation
1300 North Broadway
Oklahoma City 73103

Tulsa City-County Library System
400 Civic Center
Tulsa 74103

OREGON
Library Association of Portland
Education and Psychology Department
801 S. W. Tenth Avenue
Portland 97205

PENNSYLVANIA
The Free Library of Philadelphia
Logan Square
Philadelphia 19103
(also covers Delaware)

PENNSYLVANIA
Hillman Library
University of Pittsburgh
Pittsburgh 15213

RHODE ISLAND
Providence Public Library
Reference Department
150 Empire Street
Providence 02903

SOUTH CAROLINA
South Carolina State Library
Reader Services Department
1500 Senate Street
Columbia 29211

TENNESSEE
Memphis Public Library
1850 Peabody Avenue
Memphis 38104

TEXAS
The Hogg Foundation for Mental Health
The University of Texas
Austin 78712

Dallas Public Library
History and Social Science Division
1954 Commerce Street
Dallas 75201
(also covers Arkansas, Louisiana, New Mexico, and Oklahoma)

Minnie Stevens Piper Foundation
201 North St. Mary's Street
San Antonio 78205

UTAH
Sal Lake City Public Library
Information and Adult Services
209 East Fifth Street
Sal Lake City 84111

VERMONT
State of Vermont Department of Libraries
Reference Services Unit
111 State Street
Montpelier 05602

VIRGINIA
Richmond Public Library
Business, Science, & Technology Department
101 East Franklin Street
Richmond 23219

WASHINGTON
Seattle Public Library
1000 Fourth Avenue
Seattle 98104

WEST VIRGINIA
Kanawha County Public Library
123 Capitol Street
Charleston 25301

WISCONSIN
Marquette University Memorial Library
1415 West Wisconsin Avenue
Milwaukee 53233
(also covers Illinois)

WYOMING
Laramie County Community College Library
1400 East College Drive
Cheyenne 82001

PUERTO RICO
Consumer Education and Service Center
Department of Consumer Affairs
Minillas Central Government
Building North
Santurce 00908

MEXICO
Biblioteca Benjamin Franklin
Londres 16
Mexico City 6, D. F.
(Covers selected foundations)

* * * * *

The Foundation Center has recently opened two new offices:

Kent H. Smith Library
Foundation Center -- Cleveland
739 National City Bank Building
629 Euclid
Cleveland, Ohio 44114
Telephone: (216) 861-1933

Foundation Center -- San Francisco
312 Sutter Street
San Francisco, California 94108
Telephone: (415) 397-0902

FEDERAL GRANTS: WHAT, WHERE AND HOW

The process of finding out about and applying for Federal grants is quite complex. It would take a much larger piece than this to do a comprehensive analysis. Consequently, this section will be limited to some of the more basic information. It is organized into three parts. Part A deals with background information and definition of important terms and procedures. Part B contains a more extensive analysis of the Catalog of Federal Domestic Assistance Programs, the basic source of information on Federal grant programs. Part C discusses ideas for developing a strategy for obtaining Federal funds. The bibliography is designed to give you a brief look at the wide variety of resources available on Federal funding.

A. TERMS AND PROCEDURES

When money for programs is appropriated by Congress, how it will be distributed is usually defined in one of two ways. The law either establishes a formula for distribution, or it leaves the decision to the discretion of the Federal agency administering the program. Thus, formula grants and discretionary funds are terms that describe mechanisms for getting the money out.

FORMULA GRANTS: The bulk of Federal money is distributed according to a formula that has been written into the law itself or into the Regulations. Regulations are written by the appropriate Department subsequent to the passage of the law. Regulations further define the law. Consequently, the formula can either be written into the law itself or the regulations that define the law. This formula is usually based on population and maybe one other factor (e.g., specific age group). For example, the amount of money awarded to an individual state through a formula grant program would be determined by the number of people in that state and, say, the number of children between the ages of 4 and 11 years old.

DISCRETIONARY FUNDS: Here the distribution of funds is determined by the administering Federal agency according to the priorities it has set. In other words, the decision about how much money will go where is based on how that Federal agency defines the need and, on what criteria they base their assessment of the need.

Another distinction is made to define how Federal monies will be packaged. There are basically two types of funding packages: the block grant and the categorical grant.

BLOCK GRANTS; These are large grants of money allocated to the state, local government or local agency for purposes that have been generally defined by law. The Federal regulations

are very broad, leaving it to the local administrator to decide how and where the money will be spent. CDA (Community Development Act) and Title XX (Social Services) funds are packaged as block grants.

CATAGORICAL GRANTS: Also called Project Grants, these are grants of money awarded to states, local governments, local agencies, or private non-profit organizations to be used for a specific purpose. In this case, the Federal regulations define what programs can be funded. For example, Title IV-B monies can only be spent on specific child welfare programs; or Head Start monies can only be spent on Head Start programs.

The following are four other commonly used terms that might be helpful to understand. They are Revenue Sharing, Matching Funds or Local Match, and Joint Funding.

REVENUE SHARING: This is the program that exemplifies the Nixon Administration's strategy to decentralize government -- the phrase coined was " New Federalism." Through Revenue Sharing a certain percentage of the Federal tax revenue is automatically ted back to local government. Local government, in turn, has total authority to decide how, where and for what purposes the money is spent.

LOCAL MATCH OR MATCHING FUNDS! Some programs are designed to get local program administrators involved by requiring that they share some of the cost. Others are designed to encourage local governments or agencies to develop specific program areas by offering to match every local dollar with a Federal dollar. The match is based on a percentage (50% Federal, 50% local; 75% Federal, 25% local) or a ratio (1 to 2: for every dollar spent locally the Federal government will match it with 2 dollars). Vocational Education is one of the oldest programs designed in this way where the match is set at 50/50 or dollar for dollar.

JOINT FUNDING: This term describes a way of writing a Federal grant proposal requesting funds from several Federal departments at the same time (e.g., to HUD for the house, to HEW for the books, and to the Department of Agriculture for the food). It sounds appealing in the Catalog -- it is more complicated than it seems. Government bureaucracy is not geared for that kind of cooperation. It is likely to require more time and hustle on your part than it would if you applied to each Department separately.

Finally a distinction should be made between two ways of obtaining Federal funds: contracts and grants. Briefly, if you are applying for funding to carry out a project, you would submit an application for a grant. If, on the other hand, you want to provide a service to the Federal government, you would submit a proposal for a contract. Although this section of the packet deals primarily with grants, a little could be said about contracting with the government. Contracts cover

anything from building airplanes, to doing studies and evaluations, to leading training workshops for government staff. When a Federal agency wants such work done, they send out what is called an RFP (a Request for Proposals). An RFP is also sometimes called an Announcement. RFP's are published in Commerce Business Daily (see bibliography). They are also sent to those organizations that are on the individual agency's mailing list. If you are interested in contracting with the government, then you can write the agency and ask to be put on the mailing list. Agency, in this case, refers to the specific division of the Department that administers programs in your field of work. For example, the National Center for Child Abuse and Neglect within HEW; or the Administration for Children, Youth and Families within HEW; or the Food and Nutrition Service within the Department of Agriculture, etc. If you have never had a government contract, then your best bet is to follow Commerce Business Daily and begin making contacts within the agency that administers programs in your field.

In conclusion, the Federal government is as complicated as Alice's Wonderland. It has its own language of acronyms and its own very special organizational logic. At the end of this section you will find a glossary of terms. The glossary is designed to give you a taste of Federal language.

B. TRANSLATING THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE PROGRAMS*

The Catalog is perhaps the only complete listing of the over 1,000 Federal grant programs -- and even it is not really complete. Within each program description you will find the name of the Department that administers the program, its major subdivision, local contacts, the kinds of projects that have been funded references to guidelines and regulations, procedures and forms, authorizing legislation, and more. In other words, it gives you everything you need to know to start your investigation. It is, however, only a starting point because it has definite limitations. In order to make the best use of the Catalog, you should understand these limitations.

The Catalog is published once a year in June and it has one supplement that is published in November. It is prepared by the Office of the Management and Budget (OMB) of the Executive Branch. The first limitation of the Catalog is that it is published in June and much of the financial information is based on the President's proposed budget. As you might know, that budget can change considerably between the time that it is presented to Congress and when the appropriations are actually passed. The Supplement does have more accurate figures. However, because the best time to apply for a grant is shortly after the appropriation bill has been passed, and, because the fiscal year begins in October, November is often too late. The thing to do is to check through the Catalog in the summer, note the programs you think you might be eligible for, and begin making contacts with regional or agency personnel to see what changes Congress has made. Then watch the newspaper

* Much of the information and the format for analyzing the Catalog was taken from an excellent article in the Grantsmanship Center News ("The Catalog", Timothy Saasta, Grantsmanship Center News, 1015 West Olympic Boulevard, Los Angeles, California). This and other articles on Federal programs can be obtained by writing the Grantsmanship Center.

or periodically go to the library to check either the Congressional Record or the Federal Register to see whether the appropriations bill has passed.

Another limitation of the Catalog stems from the fact that program descriptions are supplied voluntarily by the administering agencies. In other words, the agencies are not required by law to publish each of their programs in the Catalog. Consequently, if an agency does not want a program published (and this sometimes happens) they don't send the information. Also, OMB does not have the staff to double check each program; so, if the information supplied by the agency is incomplete or inaccurate, it is very possible that it will go into the Catalog incorrectly. The only way for you to be sure that the information you have is accurate is to double check it yourself.

The Federal government is a massive operation with each of its major components being subdivided many times. It is constantly changing. The Catalog, being published only once a year with only one supplement, can not incorporate all the changes. Consequently, if you write to the "headquarters" listed in the program description, don't be surprised to find that the program has been switched to another office.

There are two ways to deal with this problem. One is to start contacting people at the local level (at the Department's regional office or at the appropriate state or county office -- Appendix 4 gives a list of addresses for the regional offices of the major U. S. Departments). The other is to have one of the most current Federal directories on hand (1977/78 Directory for the Child Advocate, the Congressional Directory, Fall 1977 or the Government Manual, note the offices listed in the "Information Contacts" section of the Catalog and track down the program from there. More will be said on this in the strategy section that follows.

The Catalog is no longer sold at Federal Bookstores. It is, however available at most libraries. Any large CAP (Community Action Program) Agency would also have a copy. The purchase price, which is now $18, is not formidible. You might want to consider xeroxing all the pages of the Catalog with funding programs that might be relevant to your organization and making your own mini-catalog. We have provided you with a list of most of Federal programs related to children, youth, and families and their page numbers as they appear in the Catalog. It is recommended that you check the Catalog on the specified page number to learn more about some of these Federal programs.

HOW INFORMATION IN THE CATALOG IS ORGANIZED

The introduction tells you the kinds of programs that will be listed in the Catalog, as well as those that will not be included. Basically, all programs for which the recipient must apply (e.g., applications for loans, grants or technical assistance) are included. This covers anything from student loan programs, to USDA surplus food programs, to Title XX funding for child day care, to food stamps. Any program for which the recipient is not required to submit an application will not be found in the Catalog. Consequently, the Revenue Sharing Program is not included. This is because under Revenue Sharing, the local government is automatically eligible to receive funds.

The Catalog also has a very limited, but still useful, guide. There is also a section titled "Definitions of Program Description Terms," which does what the following program analysis will do -- defines each section of the program description.

There is a list of "16 Types of Assistance" with a brief definition for each. All the programs listed in the Catalog have been divided into 16 categories. Eight are non-financial assistance such as technical assistance, training (where the training is done directly by government employees), use of government property, donations of government surplus goods, etc; 8 are financial, where federal money is allocated. Formula grants, project grants, contracts, loans, insurance and loan guarantees are the most important of the 8 financial types of assistance. Many of the programs in the Catalog overlap several of these categories. When this happens you will find both "types of assistance" will be given (e.g., Project Grant, Contract).

Before the program descriptions, there are seven indices. These can be invaluable tools, once you know how to use them. They are described briefly in the Catalog. The following are some notes on each index which will fill out that description; and, hopefully help you use the Catalog more efficiently.

THE AGENCY PROGRAM INDEX: Use this index if you know the name of the Federal agency that administers the program; or, if you are interested in finding out about the different programs administered by a particular agency. Agency, in this case, means the division of the Federal Department (for example the Administration for Children, Youth and Families is a major division of the Department of Health, Education and Welfare). Notice that every program has a five digit number next to it. The first two numbers represents the Department (e.g., "13" HEW), the third number represents its major division and the last two represent the numbering system of the Catalog. For example, the first program listed in the Catalog is 10.001; and 11.010 would be the tenth program in the second section.

THE FUNCTIONAL INDEX: In this index all the programs have been classified under 18 broad headings such as "Health", "Education", "Community Development." These broad categories have been subdivided into 117 subcategories. For example, if your work is with youth and you are interested in drug programs, you would try the broad category "Youth" then look for the subdivision "drug programs." You would also look under "Health" for a drug subcategory. This index is useful because often different Departments will have programs in the same area.

FOUR APPLICANT ELIGIBILITY INDICES: These divide all the programs into four categories: 1) those for which the state can apply; 2) those for which the local government can apply; 3) those for which an individual can apply; and 4) those for which private non-profit organizations and institutions can apply.

POPULAR NAME INDEX: This is useful in cases where you know the name of a program but can't find it in either the Subject or the Agency Program - Index

Beneficiary Eligibility: Refugees who meet requirements of the program in the State in which they reside. Citizenship and residence requirements are waived.

Credentials/Documentation: Persons for whom assistance is authorized are limited to refugees from Cambodia, Vietnam, and Laos, in alien status, with documentation from the Immigration and Naturalization Service as to refugee status.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: None.

Application Procedure: Upon signing of Agreement with the Social and Rehabilitation Service, HEW, State public assistance agencies are eligible for Federal funds to be expended on behalf of refugees; refugees contact State or local public welfare agencies.

Award Procedure: Payments are based on monthly expenditure reports submitted by State public assistance agencies. Advances may be made to State agencies upon request.

Deadlines: The basic agreement between the State agency and the Social and Rehabilitation Service are being amended for periods after June 30, 1976, on a quarterly basis.

Range of Approval/Disapproval Time: 15 days.

Appeals: Not applicable.

Renewals: Funding is on quarterly basis, and is provided for by quarterly amendments to the basic agreements between State agency and HEW.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: None.

Length and Time Phasing of Assistance: The public assistance aspects of the program are exptcted to be in effect through September 30, 1977, the expiration date of the authorizing legislation. Payments are through Department of Treasury checks on a monthly basis, usually as reimbursement for State/local funds already expended.

POST ASSISTANCE REQUIREMENTS:

Reports: Monthly expenditure (and related statistics) reports are provided by State agency.

Audits: Considered as part of regular HEW Audit Agency activity with State welfare agencies.

Records: Separate financial records must be maintained by State agency for 3 years after final payment or of the time period for the particular records in Parts 1-20 of Federal Procurement Regulations, whichever expires earlier.

FINANCIAL INFORMATION:

Account Identification: 75-0570-0-1-604.

Obligations: (Direct payments) FY 76 $79,187,929; TQ $24,800,000; FY 77 est $50,000; and FY 78 est Not available.

Range and Average of Financial Assistance: Depends on number of refugees in a given State, extent of financial and medical care needs among the refugees, and State standards of assistance. For State with highest number of refugees (one-quarter) about $22 million is estimated through fiscal year 1976; smallest amount expected to range between zero and $5,000.

PROGRAM ACCOMPLISHMENTS: Approximately 130,000 refugees from Vietnam and Cambodia were resettled throughout the United States between April and December 1975. About 30 percent were receiving welfare assistance in June 1976. In addition, another 14,000 refugees, including those from Laos, currently are being paroled in the U.S. The one-time payments for educational purposes (total of about $25 million) have been made.

REGULATIONS, GUIDELINES, AND LITERATURE: Various materials are available on request Assistance Program, Social and Rehabilitation Service, and from the Refugee Task Force of Social and Rehabilitation Service, Department of Health, Education, and Welfare, Washington, DC 20201.

INFORMATION CONTACTS:

Regional or Local Office: Social and Rehabilitation Regional Commissioners, HEW Regional Offices (see appendix).

Headquarters Office: SRS Refugee Task Force, Social and Rehabilitation Service, Department of Health, Education, and Welfare, Washington, DC 20201. Telephone: (202) 472-2408.

RELATED PROGRAMS: None.

13.771 SOCIAL SERVICES FOR LOW INCOME AND PUBLIC ASSISTANCE RECIPIENTS

(Social Services)

FEDERAL AGENCY: SOCIAL AND REHABILITATION SERVICE, DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

AUTHORIZATION: Title XX, Part A, of the Social Security Act, Social Services Amendments of 1974; Public Law 93-647; 42 U.S.C. 1397.

OBJECTIVES: To enable states to provide social services to public assistance recipients and other low income persons directed toward one of the five goals specified in the law.

TYPES OF ASSISTANCE: Formula Grants.

USES AND USE RESTRICTIONS: Federal funds may be used for the proper and efficient operation of social services programs to enable eligible individuals to become or remain self supporting and self sufficient; to prevent neglect, abuse or exploitation of children and adults; to prevent inappropriate institutional care; and to arrange for institutional care, when appropriate. Federal funds cannot be used for public education services that are generally available land acquisition or services provided by institutions to their inmates. There are other restrictions with respect to medical care, room and board, day care services, in-kind matching, donated funds, and cash payments as a service. Fees must be charged for services provided to specified income eligible persons. JOINT FUNDING: This program is considered suitable for joint funding with closely related Federal financial assistance programs in accordance with the provisions of OMB Circular No. A-111. For programs that are not identified as suitable for joint funding, applicant may consult the headquarters or field office of the appropriate funding agency for further information on statutory or other restrictions involved.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Designated Title XX State agencies in the 50 states and the District of Columbia.

Beneficiary Eligibility: Any recipient of Aid to Families with Dependent Children, Supplementary Security Income payment recipients or State supplementary payment recipients as well as low income individuals. Individuals whose gross monthly income exceeds 115 percent of the median income are not eligible for services.

Credentials/Documentation: A State must submit an administrative State plan and have it approved by the Secretary prior to receipt of any payments under that plan. Where not otherwise required, opportunity for qubernatorial review of the State plan is required under Part III of OMB Circular No. A-95 (revised). Federal funds must go to a certified State social services agency. Costs will be determined in accordance with FMC 74-4 for State and local governments.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: A proposed comprehensive annual services plan must be approved by the State's designated official and published for public comment at least 90 days prior to the start of the program year. A final plan must be published at least 45 days prior to the start of the program year. Regional office staff are available to assist with technical development of comprehensive annual services plans, State administrative plans, revisions, amendments, etc.

Application Procedure: Applications are made by submitting the required information regarding the Comprehensive Annual Services Plan and an administrative State plan.

Award Procedure: States are awarded funds quarterly based on their estimates of funds needed to provide social services to eligible individuals. Notification of grant award must be made to the designated State Central Information Reception Agency in accordance with Treasury Circular 1082.

Deadlines: State estimates are submitted quarterly as follows: February 15, May 15, August 15 and November 15.

Range of Approval/Disapproval Time: Administrative State plans may be made effective back to the first day of the calendar quarter in which an approvable plan is submitted.

Appeals: States have 60 days after disapproval to resubmit revised administrative State plans.

Renewals: Once approved, the administrative State plan is in effect until amended or revised.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: Federal funds are used to reimburse the states for 75 percent of social services costs, specified in the Comprehensive Annual Services Plan, that are expended in accordance with regulations including costs related to staff development and training programs, with the exception of family planning services which are matched at 90 percent. Federal matching for social services is subject to a general limitation of $2,500,000,000 In addition, Congress authorized an additional $40 million for the transition quarter and $200 million for fiscal year 1977 for costs associated with child day care activities.

Length and Time Phasing of Assistance: Grants are awarded quarterly on a fiscal year basis. Monthly Letters of Credit are issued based on quarterly grant awards for cash draws from Federal Reserve Banks.

POST ASSISTANCE REQUIREMENTS:

Reports: Limited reports are currently required by HEW. Treasury Report 5401 is required monthly, SRS-OA-41 expenditure report is required quarterly and SRS-OA-25 Expenditure Estimate Report is required quarterly.

Audits: HEW Audit Agency makes periodic audits of State programs.

Records: States are required to maintain records documenting that expenditures for which EEP was claimed, were made for specified services to eligible persons.

FINANCIAL INFORMATION:

Account Identification: 75-0581-0-1-999.

Obligations: (Grants) FY 76 $2,226,428,000; TQ $540,500,000; FY 77 est $2,325,332,000; and FY 78 est $2,401,300,000.

Range and Average of Financial Assistance: $3,975,000 to $245,250,000; $47,000,600.

PROGRAM ACCOMPLISHMENTS: During fiscal year 1976, approximately 11,172,000 recipient months of service were provided. During fiscal year 1977, it is estimated that 11,406,000 recipient months of service will be provided.

REGULATIONS, GUIDELINES, AND LITERATURE: 45 CFR 228, Federal Interagency Day Care Requirements, and 45 CFR 74, 201 and 205.

INFORMATION CONTACTS:

Regional or Local Office: Social and Rehabilitation Regional Commissioners, HEW regional offices (see appendix).

Headquarters Office: Ms. Johnnie Brooks, Director, Division of Policy Development, Interpretation, and Coordination, Public Services Administration, Social and Rehabilitation Service, 330 C Street, S.W., Washington, DC 20201. Telephone: (202) 245-9415.

RELATED PROGRAMS: 13.707, Child Welfare Services; 13.761, Public Assistance-Maintenance Assistance (State Aid); 13.766, Public Assistance Research; 13.768, Training Grants in the Field of Child Welfare; 13.807, Supplementary Security Income.

13.772 PUBLIC ASSISTANCE TRAINING GRANTS–TITLE XX

(Social Services Training)

FEDERAL AGENCY: SOCIAL AND REHABILITATION SERVICE, DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

AUTHORIZATION: Title XX, Part A, of the Social Security Act, Social Services Amendments of 1974; Public Law 93-647; 42 U.S.C. 1397.

OBJECTIVES: To provide training and retraining directly related to the provision of social services for staff of the Title XX agency, volunteers attached to the agency, and service delivery personnel of provider agencies as well as students preparing for employment in the Title XX agency.

TYPES OF ASSISTANCE: Formula Grants.

USES AND USE RESTRICTIONS: Personnel training and retraining may be accomplished through grants to educational institutions, financial assistance to students or through in-service training. Grants to educational institutions are limited to 3 years. The State agency must have a commitment from students receiving financial assistance to work in the Title XX program. Personnel training and retraining must be directly related to the provision of services. JOINT FUNDING: This program is considered suitable for joint funding with closely related Federal financial assistance programs in accordance with the provisions of OMB Circular No. A-111. For programs that are not identified as suitable for joint funding, applicant may consult the headquarters or field office of the appropriate funding agency for further information on statutory or other restrictions involved.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: All 50 states and the District of Columbia. To receive Federal funds, the State agency must provide its share of the costs.

Beneficiary Eligibility: Employees of the Title XX agency, agency volunteers, provider agency service delivery personnel, persons preparing for employment in the Title XX agency, or individual providers.

Credentials/Documentation: State enabling legislation provides the basis for State participation. Where not otherwise required, opportunity for gubernatorial review of the State plan is required under Part III of OMB Circular No. A-95 (revised). Costs will be determined in accordance with FMC 74-4 for State and local governments.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: State Governors review State plans, amendments, quarterly estimates and other federally required reports. Regional office staff are available to assist with technical development of State plans, amendments, revisions, etc.

Application Procedure: Applications are submitted in the form of State plans.

Award Procedure: Funds are alloted quarterly based on State estimates of funds required to carry out the State plan. Notification of grant award must be made to the State Central Information Reception Agency in accordance with Treasury Circular 1082.

Deadlines: States' estimates must be submitted quarterly as follows: February 15, May 15, August 15, and November 15.

Range of Approval/Disapproval Time: The State plan is submitted for informational purposes and does not require approval.

Appeals: Not applicable.

Renewals: Not applicable.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: States are reimbursed for 75 percent of their costs associated with training of eligible individuals.

Length and Time Phasing of Assistance: Grant awards are made quarterly. Monthly Letters of Credit are issued for cash draws on Federal Reserve Banks.

POST ASSISTANCE REQUIREMENTS:

Reports: Treasury Report US-5401 is required monthly. SRS-OA-41 expenditure report and SRS-OA-25 Expenditure Estimate Report is required quarterly.

Audits: HEW Audit Agency makes periodic audits of State programs.

Records: Proper accounting records recording all items of receipts and expenditures. Audited records must be retained for 3 years or until all audit questions are resolved.

FINANCIAL INFORMATION:

Account Identification: 75-0581-0-1-999.

THE SUBJECT INDEX: This is the largest of the indices and is probably the most useful. It lists the types of assistance by categories or service, by beneficiaries, by topics etc. This is the general index. You have to look at your program from as many different angles as possible. For example, if you are interested in elderly nutrition programs, you would look under "age, food programs", under "nutrition, the elderly," maybe even "older persons, opportunities and services."

The "Crosswalk of Changes of Program Numbers and Titles": This is a good section to look at first, if you have already received Federal funds, or used the Catalog a previous year. This section gives you a list of programs in the last Catalog that have been changed, those that are no longer in the Catalog, and new programs.

After the program descriptions, there are seven Appendices. Appendix IV is a list of all the regional offices and their addresses and Appendix V gives the commonly used acronyms and abbreviations (a very important part of government vocabulary). The others are lists of programs that have particular requirements, such as "Programs that Require and Environmental Impact Statement."

ANALYSIS OF 13.771 SOCIAL SERVICES FOR LOW INCOME AND PUBLIC ASSISTANCE RECIPIENTS:

The example given here is a rather complex one; but, it was chosen because it is relevant to many working with children and youth. The majority of programs listed in the Catalog are either described individually, or are not as inclusive as this. The social service programs authorized through Title XX of the Social Security Act covers many different types of services. Such services include day care, family planning, legal services, placement services, employment services, and many more. The analysis that follows will define each section of the program description. Although, for this particular program there are many notes and revisions, it should still give you a good idea of what to look for and what you can learn from other program descriptions in the Catalog.

PROGRAM NUMBER: 13.771, the first two numbers represent the Federal Department or Agency -- in this case Health, Education and Welfare (HEW). The third number, 7, represents the major subdivision in which the program is located -- in this case the Dept. of Social and Rehabilitation Services. All programs are listed sequentially, so the last two numbers, 71, represent its place in the Catalog.

PROGRAM TITLE: Social Services for Low Income and Public Assistance Recipients is the broad descriptive title. It is not always the actual name of the program.

FEDERAL AGENCY: Here the subdivision (SRS) is given first then the Federal Department (HEW). Remember, this is not always the office to contact for information. You will have to check the section titled " Information Contact" to get the office to write to.
NOTE: In 1977, Health, Education and Welfare underwent a major reorganization. The process is still not complete. One of the changes is

that all of the Title XX programs were moved to the Office of Human Development. Appendix 5 will give you an idea of how HEW is structured to this point.

AUTHORIZATION: This section gives the legislation authorizing the program plus any amendments or subsequent laws and amendments affecting the program ("Title XX of the Social Security Act and social service amendments of 1974"). Public Law 93-647 is the number of the law. 93 represents the 93rd Congress; and, 647 represents the relative time within the two year period of the Congress that the particular law was passed (the higher the number, the more recent the law).

NOTE: Excluded here but referred to later in the section title "Assistance Consideration", is a very important amendment (94-401 or the Packwood-Long Amendment) which authorized an additional $200 Million for fiscal year 1977 for day care.

OBJECTIVES: This is a broad statement of what is to be accomplished through the program. This example is particularly brief and vague, probably because the program concerns so many different kinds of services. Certain important information can be gleaned from it. It tells you that the program enables "states to provide" (so the money goes through the states and services would be subcontracted out from there). It also tells you that money is provided for "social services" and that the population to be served is "public assistance recipients" and "low-income persons." Then it refers you to "5 goals" stated in the law -- these should be easy to obtain by calling the state or county's Title XX administering agency.

TYPES OF ASSISTANCE: Formula Grants are one of 16 different types of assistance. Although Formula Grants almost always go to states or their political subdivisions; private, non-profit organizations can often receive funds by subcontracting with the state or local agency which receives the formula grant (for example through "Purchase of Service" contracts).

USES AND RESTRICTIONS: This section is important because it gives you a much better idea of what is covered and what isn't. Here you can also learn important terminology that can help you in wording your project goals. For example, "to enable eligible individuals to become or remain self-sufficient" or, "to prevent neglect, abuse or exploitation of children" or "to prevent inappropriate institutional care." Any one or combination of these would make excellent goal statements. In the example, you are referred to "restrictions on a number of services." This statement is somewhat misleading because it implies that, for example, day care is restricted; whereas, day care and employment of welfare recipients in day care are priorities of the program. With the "New Federalism," money is given to the states; but authority over how, where, and with what restrictions the money will be spent is left to the individual states. Restrictions here means that the Federal Government has designated certain strict guidelines. It gives an example: "Fees must be charged for services provided to specified income eligible persons."

ELIGIBILITY REQUIREMENTS:

APPLICANT ELIGIBILITY: Who can apply? In this case, only the state can apply. Remeber that although non-governmental agencies cannot apply directly, they can apply for grants from, or subcontract with the state to provide the actual services that are to be funded by the Federal money.

BENEFICIARY ELIGIBILITY: This tells you who will be eligible to receive services funded through the program. In the example there is a clear list of who would be eligible.

CREDENTIALS/DOCUMENTATION: This is what the applicant (the state in this case) will have to prove or certify. Here is where you can cross-check again who can actually apply. It will also refer the applicant to the relevant Federal guidelines. In the example you are referred to Part III, OMB (Office of Budget Management), Circular No. A-95 for the plan and certification requirements and FMC. (Federal Management Circular), 74-4 for the cost and formula specifications.* If you are going to be applying directly to the Federal Government you would be well-advised to get a copy of the documents referred to in this section. This section in other program descriptions will give you some valuable clues as what should be included in your proposal -- e.g., "Description of proposed facility" or "extent of proposed project."

APPLICATION AND AWARD PROCESS:

APPLICATION PROCEDURE: This section will tell you how the funds are provided ("states are awarded funds quarterly"); how the amount of the award is determined ("based on their estimates of funds needed to provide social services to eligible individuals"); who is notified if the application is approved ("the state Central Information Reception Agency").

NOTE: Other program descriptions will include such information as who or what agency will make the decision. Checking such resources as the Public Welfare Directory 1977/78 (see the bibliography) you can find out who is the key person within that agency to contact.

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* These and other government circulars can be ordered from the Superintendant of Documents, Government Printing Office, Washington, D. C. 20204. The Grantsmanship Center News has published articles explaining such circulars. Reprints are available from the Center (refer to Bibliograph).

PREAPPLICATION COORDINATION: This really means planning or what should (and often required by the law) be done before you submit your application. In the example, the state must publish a plan outlining the services to be covered and how the overall program will be administered. It tells you in what order and/or time lines for carrying out the required steps. In the example, the plan must be reviewed by the "states designated official" and published for public review "90 days prior to the start of the program year." The final plan must be published "at least 45 days prior to the start of the program year." It also indicates who can assist the applicant in outlining the necessary steps and what application forms must be used.

NOTE: If you are a community service agency wanting to subcontract with the state, you should check into what the Federal regulations about public review or public participation in the development of the state plan. As noted before, because of the trend towards so-called "New Federalism", the Feds tend to shy away from hard and fast rules, leaving the individual states, local governments and agencies to decide what and how much they will do. The Federal Regulations are a good reference if, for example, you are trying to convince the state to provide for more direct public input.

NOTE: If you see "A-95 Clearinghouse Review" this means that each application must be reviewed on both the local and the state level. OMB (Office of Management Budget) has a list of all the programs that are subject to the A-95 review process. The list can be found in Appendix 1 at the back of the Catalog.

DEADLINES: Helpful, but more often vague. In this example, it just says when quarterly estimates are due. You really need to contact the agency or regional office to find out when applications are due, or reports etc. Obviously, deadlines are extremely important to know.

RANGE OF APPROVAL/DISAPPROVAL TIME: Usually, this section will tell you approximately how long you will have to wait after submitting your application. In this example, because any state is automatically eligible, it tells the state that their Administrative Plans "may be made effective back to the first day of the calendar quarter in which an approvable plan is submitted."

APPEALS and the next section RENEWALS: Both give important information about appeal and renewal procedures and are usually self-explanatory.

NOTE: If you are a community service agency receiving grants from or subcontracting with the state to provide the actual services, then you would go to the State Plan or contact the appropriate state agency for this information.

ASSISTANCE CONSIDERATIONS: Is the program to be funded totally by Federal funds, or are there "matching funds" required? In the example, there are "Formula and Matching Requirements." ("Federal funds are used to reimburse the states for 75% of social services costs, specified in the Comprehensive Annual Services Plan"). Note that they also tell you here that 75% of the cost of "staff development and training" will be paid by the government. If the requirements change for a particular service (i.e., "family planning services will be matched at 90% to 10% from the state") that will be given. If there is a funding ceiling established by Congress (i.e., $2.5 billion is the maximum amount that can be allocated for Title XX); or, if additional funds have been appropriated for a specified purpose or a particular program (i.e., "$40 million for the transition quarter and $200 million for the fiscal year 1977 for costs associated with child day care activities") this information will also be given.

NOTE: A private, non-profit organization can often meet the matching share through in-kind contributions (i.e., volunteer time, donated space, equipment, rent, materials, or funds raised from other sources such as foundations or churches). This should be carefully considered before doing your budget.

NOTE: The following Federal Management Circulars (FMC) describes cost sharing: FMC 73-3, FMC 74-7 and the Uniform Administrative Standards.*

* Again, those and other circulars can be ordered directly from the Superintendant of Documents, U. S. Printing Office, Washington, D. C. 20204. These and others are also described in Grantsmanship Center News. Reprints can be ordered -- see bibliography for the address of the Grantsmanship Center.

FINANCIAL INFORMATION: While it is extremely important to know how such money has been appropriated for the program this is, unfortunately, the most unreliable section. In order to obtain updated information on the amount authorized and how much of that has already been earmarked (or budgeted), you must contact the federal agency staff, the regional office staff (both given in the "Information Contact Section") or the appropriate state agency staff. However, it does give figures for the amount of grants to states for the past fiscal year (e.g., Fiscal Year 1976 $2,226,428,000); how much was appropriated by Congress for the current fiscal year (e.g., FY 77 $2,325,332,000); and it gives the range of grant amounts awarded to individual states (i.e., anywhere for $3,975,000 to $245,250,000 the average being $47,000,000). You must check with your state agency staff to see how much your state was allocated and how much of this has already been budgeted.

PROGRAM ACCOMPLISHMENTS: As with researching foundations, it is important to know what has been funded, how many people have been affected, what the concerns of the Federal agency administering the program are, and, whether there are trends towards funding new or different types of projects. The example is not very informative; but generally, you will find this kind of information in this section.

REGULATIONS, GUIDELINES AND LITERATURE: Here you will find direct references to the regulations that are developed by the Federal agency to clarify the intent of the legislation; as well as other key publications that explain the program. In the example, 45 CFR 228 is volume 45 of the Code of Federal Regulations, part 228. If there are more numbers (i.e., 228.11) those numbers represent the actual page within that section. The Codes are available in most libraries (see the Bibliography for more information). The other reference listed is the Federal Interagency Daycare Requirements. These are readily available through your county or state Department of Family Services or the agency that handles daycare licensing in your county or state.

NOTE: The Federal Interagency Daycare Requirements are currently being reviewed and rewritten, but probably will not become available until 1979.

INFORMATION CONTACTS: This provides a good place to start researching the program. However, as in this example, these could be out of date. HEW (see Appendix 5) has and is still in the process of reorganization. Therefore, as a rule, it would be best to start your research with the regional or local office and work your way up to the specific Federal office administering the program.

RELATED PROGRAMS: This section gives you cross-references to other programs. You should briefly look at the descriptions of each to see if any could be a potential funding source.

SUMMARY

Objectives
Uses and Restrictions
Program Accomplishments
- tells you what kinds of projects the program funds

Federal Agency
Information Contacts
- gives you an idea how the program is administered

Applicant Eligibility
Types of Assistance
- tells you who can apply

It helps if you can think of the Catalog as being similar to a Sears Catalog. The fundamental difference is that the Sears Catalog invites you to spend money, while this Catalog invites you to receive money.

C. NOTES ON STRATEGY

This final section of the CCY funding packet offers some suggestions and ideas on developing a strategy for obtaining Federal grants. While such a strategy would have to be slightly more complex than for foundations, the general steps remain the same. They are 1) identifying the Federal grant program most likely to fund your project, 2) getting more information, 3) making and building contacts, and 4) submitting the proposal and follow-up. The key elements of successful grantsmanship are essentially the same.

Many of the points raised in the foundation strategy section apply here. Therefore, this section will concentrate on aspects of the fundraising process that are particular to Federal grants.

STEPS	RESOURCES
1. Identify the Federal Grant Programs	• The Catalog of Federal Domestic Assistance Programs • Local contacts • Your Congressional Representatives
2. Getting More Information	• Catalog program descriptions • Directories • The agency or office that administers the program • Government publications • The law, the regulations, the State Plan
3. Making and Building Contacts	• Local government officials • Staff of the administering agency of office • Staff of the regional office of the Federal department
4. Submitting the Proposal or Application and Follow-Up	• Staff of the administering agency or office • The regulations, forms and guidelines • Staff of the regional office of the Federal department

IDENTIFYING THE FEDERAL GRANT PROGRAM

The Catalog is a natural starting point because in it you will find almost every Federal grant program that exists. Hopefully, the analysis above will help to make it an easier resource to use. Keep in mind that the trend in Federal funding is to channel direct service money through the state or local government. This only means that you have an extra step to make. You must find out if the state, for example, subcontracts for the provision of the actual service. For this you must first locate the agency or office that will administer the program which is discussed below.

You can also start with your local contacts. Organizations doing similar work often know of, or already receive Federal funds. They can provide you with much of the information you will need. Be sure to ask for the names of key people to contact.

Another resource is the Congressional Representative from your district. The staff in their local office are usually willing to do some of the initial research for you. Remember two things: you are their constituent and it is in their best interest to bring Federal money into their district. One word of caution, you might want to first check into their voting records on the issues that concern you. If your Representative does not share your interests, or, worse, opposes them; then contacting their office would not be worth the effort. Write their office and request that they send you a copy of their voting record on the issues pertinent to you or your project. Also ask for a copy of any statements they have made on such issues.

GETTING MORE INFORMATION

Again, the Catalog program descriptions are a good place to start your research. Getting more information begins with locating the agency or office that administers the program. If the money is going to the state, then you are looking for the agency or office responsible for developing the State Plan. Hopefully that same agency or office will also administer the program for the state. If not, it is still the place to start. If the local government applies, then start looking at the local level. If private, non-profit organizations can apply then it is the specific division of the Federal Department that must be located.

Philip Des Marais, in How to Get a Federal Grant (see bibliography), says that to get the information you need "you should usually try to write the specific staff people at the lowest division or office within an agency that you can identify." This is good advice but allow yourself some time. Tracking down first the appropriate office, then the staff person within that office can be a tedious process, especially on the Federal level.

Directories, such as the 1977/78 Directory for the Child Advocate, are invaluable tools for identifying the Federal office you want. You can also write the printing or publications office of the Department (e.g., HEW) and ask them to send you the most recent telephone and office directory for the Department -- they might not have one, but it is worth a try. State and local offices are somewhat easier to navigate. The "Information Contact" section of the Catalog will give you the places to contact first.

When you have located the office and, hopefully, the person to contact, you will want to write them asking for some or all of the following information: a copy of the law and of the regulations; the application forms and guidelines; any of the publications referred to in the "Regulations, Guidelines and Literature" section of the Catalog; and, any information on the grant program they might have published. Be sure to name the specific program, its Catalog number, and the titles and numbers of any publications where ever possible. Ask also to be put on the mailing list. This is particularly important if you are interested in contracting with the government and want to receive RFP's (Requests for proposals are explained in the beginning of this section).

BUILDING CONTACTS:

The importance of contacts can not be overemphasized. Contacts should be developed with key staff of the agency or office that administers the program. If the program is administered from Washington and you can't make the trip, then concentrate on staff at the regional office (a list of the regional offices and their addresses is provided in Appendix 4). Maintain your contacts with any state or local government officials, staff at the local office of your Congressional Representative, or at the regional office of the Department who have assisted you to this point. Ask them to help you fill out forms or just keep them posted on your progress.

Such contacts can benefit you immensely both while you are in the process of applying for a Federal grant and after you receive the grant. At first you are building support for your project as well as gathering as much information about the program as you can. After you receive the grant, these contacts can keep you abreast of any changes in the grant program and help you to meet any requirements of the program (e.g., quarterly reports, etc.).

SUBMITTING THE APPLICATION OR PROPOSAL AND FOLLOW-UP:

Federal grant programs almost always have detailed guidelines that accompany their equally detailed application forms. Even so, you will most likely need assistance in filling them out correctly. It is to your benefit to get as much assistance as you can from the contacts you have. As was said before, the process of getting assistance can also help you to build support for the project.

Follow-up can mean three things. First, most Federal grant programs require regular reports of some kind. Usually, there are forms to fill out detailing where and how you are spending the money. Second, it means maintaining your contacts for the reasons mentioned above. Third, it means keeping abreast of what is happening in Washington that might affect your project. Federal grant programs are authorized by law and defined by the regulations -- both can change or be amended. Consequently, any changes on that level could affect either the funding you have or your prospects for future funding.

CONCLUSION:

As with foundations, there is a science to obtaining Federal funding. Equipped with a general understanding of the structure of the government, the

legislative process, and with a knowledge of the many resources available (e.g., directories, government publications, national organizations and their publications) it is possible to successfully navigate the world of Federal grant programs. Hopefully, the information provided in this section will help you become a better advocate for children and youth as well as a more successful fundraiser.

D. BIBLIOGRAPHY - FEDERAL GRANTS

HOW-TO BOOKS

Developing Skills in Proposal Writing, Mary Hall
Continuing Education Publications, Waldo 100, Corvallis, Oregon 97331 ($10)

Written in 1971, this is still a very relevant manual for government grantsmanship. It includes sample forms from government agencies and references.

Also: Proposal Writing Jack Crawford and Cathy Kielsmeir, same publisher (refer to Section I Proposal Bibliography for more detail)

Both can be ordered from the above address, are available in most libraries and for sale at many college or university bookstores.

Grants: How to Find Out About Them and What To Do Next,
Virginia White, Plenum Press, 1975 ($19.50)

Excellent book on strategies for successful grantsmanship, available at most bookstores.

How to Get Government Grants, Philip DesMarais, 1975
Public Service Materials Center
355 Lexington Avenue
New York, New York 10017

A comprehensive book on the theory and practice of federal grantsmanship. Directed particularly to the large institutions, it also has much valuable information for smaller, non-profit organizations.

How to Use the Catalog of Federal Domestic Assistance,
Timothy Saasta, Associate Editor of The Grantsmanship Center News
1015 West Olympic Boulevard
Los Angeles, California 90015 ($1)

Essential guide to reading and interpreting the Catalog. It is 16 pages and is only available through the Grantsmanship Center. Also from the center, order the reprinted articles on "Federal Management Circulars (FMC)" and "Office of Management and Budget Circulars (OMB)" (Refer to Section II Foundations for more on the Grantsmanship Center)

Staulking the Large Green Grant, Ingred Utech, 1976
National Youth Alternatives Project
1346 Connecticut Avenue, N. W.
Washington, D. C. 20036

Contains a good section on strategy for foundation and government fundraising. Detailed listing of federal program in all areas affecting youth; important offices and addresses. Contains useful information on other sources such as churches, United Way, etc. Interesting section on "influencing legislation" available only from the above address.

*See also The Grassroots Fundraising Book in the General Bibliography

The following four manuals were published by the Child Welfare League of America (CWLA) and the Hecht Institute for Child Welfare Planning. All four were written by William C. Copeland of the Seneca Corporation, experts in human services financing. They are $6 a piece plus handling and all available through:

The Child Welfare League of America
67 Irving Place
New York, New York 10003

Finding Federal Money for Children's Services - 1976 (63p. $6)

A manual for "state and local administrators, community workers and organizers", dealing primarily with programs funded by Title XX of the Social Security Act: What it funds, how to apply, where to go for supplemental funds, strategy for advocates.

Obtaining Federal Money for Children's Services - 1976 (66p. $6)

Step by step plan of action for obtaining federal funds; for putting together a "service concept"; and, for influencing state and county planning and allocation procedures.

Audit Proof Contracting for Federal Money for Children's Services 1976 (95p. $6)

Describes both the standard components of a contract and details certain key problems of rate-making.

Managing Federal Money for Children's Service ($16)

Management of Title XX: Management data and requirements.

Note: Also available from CWLA is the following pocket manual.

A Pocket Guide to Title XX: Social Services for Children and Youth - 1976 (16p. $1)

Federal Government Publications

Catalog of Federal Domestic Assistance (12 Editions)
Superintendant of Documents
U. S. Government Printing Office ($18 loose leaf text plus
Washington, D. C. 20402 1 supplement)

The Congressional Record

House Document Room
H 226, Capitol Building
or
Superintendant of Documents
Government Printing Office
Washington, D. C. 20402

Published Monday thru Friday, $45 a month, $375 a year, $.25 for a single copy and available at most large public and university libraries. It gives a daily record of everything that happens in the House of Representatives and the Senate.

Commerce Business Daily

Superintendent of Documents
U. S. Government Printing Office
Washington, D. C. 20402

Published daily, annual subscription $75, available at most large libraries.

If you are in the business of contracting with the government (i.e., providing service to government agencies such as consultant work) this is a vital source of information about potential contract awards of over $25,000. It also includes information about upcoming sales of government surplus property.

The Federal Register

Superintendent of Documents
U. S. Government Printing Office
Washington, D. C. 20402

Published Monday thru Friday, $5 per month, $50 per year and available at most large public and university libraries. Includes information on new programs and program changes; is a vital source of information on new and proposed program regulations; and gives notice of deadlines and funds that become available. It is difficult to keep up with it daily but a quick look at the cover page for each will give you an idea of whether there is anything particularily important to read. Also available at all government bookstores and in libraries is the primary source of information on rules and regulations: The Code of Federal Regulations, published quarterly with monthly supplement.

U. S. Government Manual

Superintendent of Documents
U. S. Government Printing Office
Washington, D. C. 20402 ($6.50)

This is the "official handbook of the federal government," describing all the major departments and their subdivisions, giving names of top personnel, and outlining their purposes and programs. It also contains information on quasi-official agencies and certain international organizations (e.g., the American Red Cross and the United Nations).

NOTE: Because it is published annually, there are a lot of name and organizational changes that are not included. The address, phone numbers, by agency names and the breadth information covered makes this an essential tool for anyone exploring the government world.

"Federal Depository Libraries"

There are over 20 such "libraries" across the country. These are government bookstores and are located in major cities, usually in the federal office building. The Catalog of Federal Domestic Assistance Programs is not available, but most other publications of the Government Printing Office are.

NOTE: The Government Printing Office has over 25,000 publications. You can obtain a monthly listing of publications in key subject areas (i.e., health, education, social services, etc.) free by writing and asking for Monthly Catalog of U. S. Government Publications. They also publish a free guide called: "How to Keep In Touch with U. S. Government Publications," you might find useful

U. S. House of Representatives: Telephone Directory
Fall 1977, a list of Standing Committees, Select Committees and Joint Committees of the House of Representatives includes names and telephone numbers of the Representatives and key staff. Available through: Superintendant of Documents, U. S. Government Printing Office, Washington, D. C. 20402

APPENDIX 1 GENERAL BIBLIOGRAPHY

Congressional Representative: What you can get from your Congressmen/women

1. Issue Brief, put out by the Library of Congress, Congressional Research Service, will outline the history of legislation and will define the particular bills pertenant to broad areas of concern, such as child nutrition or adoption.
2. Bill Status is a computer service that tracts particular pieces of legislation. If you write your Congressional Representative for information about a particular bill cite the title and, if possible, the number (e.g., HR 7200)
3. Voting Records -- only for the Representative you write to. This is helpful if you want to know your Representative's views on issues of concern to you.
4. Information about Federal Grant Programs

Federal Education Program Guide: A Directory of Education Programs and Administrators, 1977/1978
Edited by James Fauntleroy ($25 plus $1.50 handling)
Administrative Resources Division
Capitol Publications, Inc.
2430 Pennsylvania Av., NW
Washington D.C. 20037

Gives the name, mailing and offices address, and telephone number of key people in each of the 256 Federal education assistance programs. It also gives organizational charts of DHEW, Dept. of Agriculture, and the Dept. of the Interior.

Government Relations Note, Vol.III, No. 14
Barney Sellers
National Health Council, Inc.
919 18th St., NW
Washington D.C. 20006

Also available from the National Health Council
1740 Broadway, New York, N.Y., 10019

A directory of the key government agencies and offices dealing with health programs and issues. It gives all the major divisions addresses and names of the administrators. It contains a detailed breakdown of the newly organized Health Care Finance Administration (HCFA), the Health Resources Administration (HRA) and other offices dealing specifically with health.

"Hustling Resources for Day Care" and the "Supplement and Revisions to Hustling Resources for Daycare"
by James Levine
Available through Day Care and Child Development Council of America,
1012 14th St., NW
Washington D.C. 20005
Provides excellent suggestions for proposals and fundraising, as well as excellent bibliographical references -- highly recommended!

Inventory of Federal Programs with Direct Impact on Families

Family Impact Seminar
1001 Connecticut Av., NW (suite #732)
Washington D.C. 20036

Compiled in October, 1977, this is a listing of 278 Federal assistance programs that affect families.
The Family Impact Seminar is an independently-financed three year project that began in 1976. The prupose is to study the feasibility of developing a Family Impact Statement that would guide Federal policy much like the Environmental Impact Statement does now. Also available through the Seminar are the following two booklets:

Developing a Family Impact Statement, by Sheila Kamerman
The Family Impact Seminar, by the Seminar Staff

National Children's Directory: An Organizational Directory and Reference Guide for Changing Conditions for Children and Youth
by Mary Lee Bundy and Rebecca Glenn Whaley

order from: Urban Information Interpreters,Inc.
P.O.Box AH
College Park,
Maryland, 20740 ($ 39)

Lists private children's advocacy organizations by area of concern (e.g., child care, child abuse, juvenile rights, learning disabilities, etc.), and offers a description of each. Also contains essays on issues affecting children, describes Federal Agencies and programs affecting children, as well as the Congressional Committees that deal with children and youth.

Public Welfare Directory, 1977/78
Edited by Michele Moore ($ 25)

Available through: American Public Welfare Association
1155 Sixteenth St., NW (suite 201)
Washington D.C. 20036

This is the 38th revision of this comprehensive directory. It includes a listing and description of all Federal, state, Territorial, county, and major municipal public welfare and and related human service agencies. It also contains the addresses and a description of the major international social service organizations.

Selected Federal Programs which Provide Services Relating to Child Care 1976

Available through: Office of Human Development
Publications Office
G311 HEW South Building,
Washington D.C.

THE COALITION FOR CHILDREN & YOUTH
815 15th St., NW
Washington D.C. 20005

Full Membership $200 a year Associate Membership $10 a year

Other publications of the Coalition:

FOCUS on Children and Youth

Monthly newsletter monitoring legislation and Federal programs affecting children and youth, as well as information on member groups.

America's Children 1976 ($4)

A fact book with information on healthcare, day care fostercare and adoption. It includes statistics on child abuse and neglect; and, a description of Federal programs affecting children and youth.

Directory for Child Advocates: 1977/78 Congress and Federal Agencies

Accurate as of July 31, 1977, it includes those Congressional Committees and Federal Agencies with responsibility for major programs affecting children and youth. It also lists all 1977 Representatives and Senators.

APPENDIX 2 GLOSSARY OF TERMS

ACYF: Administration for Children, Youth and Families, Dept. of Health, Education and Welfare, formerly the Office of Child Development.

AFDC: Aid to Families with Dependant Children

Agency: In the text, agency means overall Federal agency (e.g., Health, Education and Welfare, Dept. of Justice, etc.). The administering agency is the particular subdivision responsible for the administration of that program.

Appropriation: An Appropriation is an act of Congress that permits Federal Agencies to make payments out of the Treasury. Appropriations are made each year. The authorizing legislation (see below) will often specify a maximum amount that can be spent on a program. The subsequent appropriation will determine how much actually will be spent.

Authorization (authorizing legislation): The legislation that creates or continues the legal operation of a Federal program either indefinitely or for a specific period of time. The authorizing legislation will usually define the program and either assign a maximum amount of money that can be spent for that program or will authorize the appropriation of "such sums as may be necessary".

Application Control Center: The office within the major subdivision of the Federal agency that receives all grant applications then disperses them to the appropriate office - or to the office that handles that program.

BIA: Bureau of Indian Affairs, 18th and C Sts., N.W., Washington, D.C. 20245.

Block Grants: These are large grants of money that are allocated to states, local governments or local agencies for purposes that have been broadly defined by law and the regulations.

Categorical Grants: Also called Project Grants, These are grants made by Federal agencies to states, local governments, local agencies or to private non-profit organizations to be used for defined purposes. The purpose is specified by the administering agency according to its priorities. Sometimes, the terms Categorical Grants and Discretionary funds are used interchangeably.

CDA: Community Development Act, administered by the Department of Housing & Urban Development.

Ceiling or Authorized Amount: In most cases, the authorizing legislation will establish a maximum amount that can be spent on a specific program. The subsequent appropriation -- or how much is actually allocated -- can then be anything up to that amount.

Central Information Reception Agency: The Federal Government is trying to establish one central office in each city, which will handle information on all of the Federal programs. If there is such an office in your city, it should be listed in the telephone directory under this name.

CETA: Comprehensive Employment and Training Act, administered by the Dept. of Labor.

Contracts: Contracts are written for work that the government wants done (e.g., studies, research, building airplanes, etc.). When such work is proposed by a Federal Agency of any of its subdivisions an RFP (Request for Proposals) is published in Commerce Business Daily and is sent to those organizations already on the mailing list of that agency. Organizations wanting to contract with the government, then respond with proposals. This is a highly competitive process -- only approximately 1% of the contract proposals that are submitted actually get funded.

Criteria: Each grant application or contract proposal is weighed according to the criteria established by the administering agency. The criteria are those elements the agency assumes are necessary to carry out the program or work.

Closing Date: The Deadline or date by which the application must be submitted. Applications must have arrived by this date, not just be postmarked.

CSA: Community Services Administration, 1200 19th St., N.W., Washington, D.C., 20506

CSC: Civil Service Commission, 1900 E St., N.W., Washington, D.C., 20415

DHEW: Department of Health, Education and Welfare (refer to the Directory for Child Advocates for the appropriate addresses).

DHUD: Department of Housing and Urban Development, 451 7th St., S.W., Washington, D.C., 20410

Discretionary Funds: Often used interchangeably with Categorical Grants, Discretionary Funds are allocated by a Federal agency for specified use and according to the priorities set by that agency.

DOJ: Department of Justice, 633 Indiana Ave., N.W., Washington, D.C. 20531

DOL: Department of Labor, 200 Constitution Ave., N.W., Washington, D.C., 20210

Fiscal Year (FY): For the Federal government, and particularily for the Federal budget, the year begins October 1 and ends September 30.

FIDCR: Federal Interagency Day Care Requirements. Any day care center applying for Federal money under, for example, Title XX must be Federally licensed and must meet these requirements. These are now being reviewed and revised by ACYF.

Formula Grants: These are large grants of money that are distributed according to a formula that has been written into the law or into the regulations. The formula is usually based on population and one other factor, such as income or age group. The formula might also inlude a matching requirement (see below). Again, the formula describes a means of distributing the money.

Grants (Awards or Grants-in-Aid): Federal funding is provided to support state and local programs that provide services to the public. There are well over 1,000 different grants available. Each is described in the Catalog of Federal Domestic Assistance Programs. In order to receive a grant, an application must be submitted.

In-Kind Contributions: These are non-financial contributions such as donated space, materials or equipment, voluteer time, use of a computer, etc.

JJDP: Juvenile Justice and Deliquency Prevention, Law Enforcement Assistance Administration, Department of Justice, 633 Indiana Ave., N.W., Washington, D.C. 20531

Joint Funding: This describes a way of writing a grant proposal or application requesting funding from several different Federal agencies at the same time.

LEA: Local Educational Agency -- or the local school district administration.

LEAA: Law Enforcement Assistance Administration, Department of Justice, 633 Indiana Ave., N.W., Washington, D.C. 20531

Matching Funds or Local Match: A grant program can require that the grantee provide -- or show that they will provide -- a certain amount of money to match the Federal grant. Often a local organization can meet such a requirement by showing in-kind contributions.

Obligations: The amounts of money spent or committed by the Federal agency for grants, contracts, services, etc., during a given time period, which will require outlays during the same or future time period.

OMB: Office of Management and Budget, Executive Office Building, 17th and Pennsylvania Ave., N.W., Washington, D.C., 20503

Pilot Programs: Also called model or demonstration projects, such programs are paid for through Discretionary monies and are a response to the current issues and concerns of the administering agency.

Purchase of Service Contracts: These are contracts with local agencies that will provide the actual services to the public. For example, Formula Grant programs provide large amounts of Federal money to the individual state for the provision of a wide rande of services. The state may, in turn, subcontract with local agencies for the provision of those services.

Regulations: Since 1972, Federal Agencies have been required by law to write regulations for each grant program within 120 days of the passage of the authorizing legislation.

Request for proposals (RFPs): The work statement written by the Federal agency describing the work that they want done. RFPs are published in Commerce Business Daily and are sent to those organizations already on the agency's mailing list.

Revenue Sharing: Through the Revenue Sharing Program, a certain percentage of the tax revenue is distributed to local governments with no restrictions on its use. The Revenue Sharing Program is under the jurisdiction of the Internal Revenue Service.

Transition Quarter: A term used in 1977 to describe the three months left when the fiscal year was changed from July 1 to October 1.

USDA: United States Department of Agriculture, Independence Ave., and 14th St., N.W., Washington, D.C. 20250

APPENDIX 3: THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE PROGRAMS (Program Titles and Page Numbers)

The following is a selection of Federal programs dealing with children and youth. It is provided to give you an idea of the wide range of programs that are available. The programs have been categorized and cross-referenced according to what they provide (e.g., money for programs and services, money for training and technical assistance, etc.) and who they are intended to serve (e.g., pre-school children, handicapped, youth, etc.). The selection includes formula grants (grants that go to the state) as well as project grants and contracts (grants that go to the agency, non-profit organization, etc., that will provide the service). The page number is given so that you can readily find those programs that sound interesting in the Catalog, (which can be found in any library or Community Action Agency).

Below is a list of the first two digits of the program numbers which indicate the Federal agency that administers the particular program. For the programs you are interested in pursuing, you will find the local and the Federal agency contacts in the "Informational Contacts" section of the Catalog. Remember, when you write an agency for more information, give the full program title and this number. This list only includes those Federal Agencies with programs listed in this appendix.

10. Department of Agriculture
13. Department of Health, Education & Welfare
14. Department of Housing and Urban Development
15. Department of the Interior
16. Department of Justice
17. Department of Labor
23. Appalachian Regional Commission
27. Civil Service Commission
29. Commission of Civil Rights
45. National Foundation on the Arts and on the Humanities
49. Community Services Administration
72. Action

APPENDIX 3: THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE PROGRAMS

EDUCATION

Preschool, Elementary & Secondary

13.289 President's Council of Physical Fitness and Sports, P. 185

13.403 Bilingual Education, P. 221

13.405 Civil Rights Technical Assistance and Training P. 222

13.410 Drop-out Prevention, P. 225

13.420 Alcohol and Drug Abuse Prevention, P. 228

13.428 Educationally Deprived Children-Local Educational Agencies, P. 230

13.229 Educationally Deprived Children-Migrants, P. 231

13.433 Follow-Through, P. 234

13.488 Talent Search, P. 262

13.512 Educationally Deprived Children-Special Incentive Grants, P. 273

13.520 Special Programs for Children with Specific Learning Disabilities, P. 276

13.523 School Health & Nutrition Services for Children from Low-Income Families, P. 277

13.525 Emergency School Aid Act - Basic Grants to Local Educational Agencies, P. 278

13.526 Emergency School Aid Act - Pilot Programs (Special Programs and Projects), P. 279

13.528 Emergency School Aid Act - Bilingual Education Projects, P. 280

13.529 Emergency School Aid Act - Special Programs and Projects (non-profit Organizations), P. 280

13.532 Emergency School Aid Act - Special Programs, P. 282

Preschool, Elementary & Secondary (Cont'd.)

13.533 Right-To-Read - Elimination of Illiteracy, P. 283

13.534 Indian Education - Grants to Local Educational Agencies, P. 284

13.535 Indian Education - Special Programs and Projects, P. 285

13.549 Ethnic Heritage Studies, P. 289

13.551 Indian Education - Grants to Non-Local Educational Agencies, P. 290

13.554 Career Education, P. 291

13.562 Educational for Gifted and Talented Children and Youth, P. 296

13.564 Consumer Education, P. 297

13.565 Women's Educational Equity, P. 298

13.566 Elementary and Secondary School Education in the Arts, P. 299

13.600 Head Start, P. 306

13.950 Educational Research and Development, P. 409

15.902 National Environmental Study Areas & National Environmental Education Development Programs, P. 511

15.105 Indian Education - Contracts with Indian Tribal Organizations, P. 462

15.110 Indian Education - Federal Schools, P. 464

15.130 Indian Education - Assistance to Schools, P. 475

45.115 Promotion of the Humanities - Youth Programs, P. 707

45.127 Promotion of the Humanities - Elementary & Secondary Education Programs, P. 716

72.005 National Student Volunteer Program, P. 847

EDUCATION

Preschool, Elementary & Secondary (Cont'd.)

72.009 Youth Challenge Program, P. 848

Handicapped Education Programs

13.231 Maternal and Child Health Research, P. 148

13.427 Educationally Deprived Children - Handicapped, P. 229

13.443 Handicapped Research and Demonstration, P. 241

13.444 Handicapped Early Childhood Assistance, P. 242

13.445 Handicapped Innovative Programs - Deaf-Blind Centers, P. 243

13.449 Handicapped Preschool and School Programs, P. 244

13.499 Vocational Education - Special Needs (Special Program for Disadvantaged), P. 269

13.520 Special Programs for Children with Specific Learning Disabilities, P. 276

13.554 Career Education, P. 291

13.568 Handicapped Innovative Programs - Programs for Severely Handicapped Children, P. 300

13.626 Rehabilitation Services and Facilities - Special Projects P. 312

13.631 Developmental Disabilities - Special Projects, P. 316

13.632 Developmental Disabilities - Demonstration Facilities and Training, P. 317

13.950 Educational Research and Development, P. 409

Vocational Education

13.488 Talent Search, P. 262

Vocational Education (Cont'd.)

13.493 Vocational Education - Basic Grants to States, P. 266

13.494 Vocational Education - Consumer and Homemaking, P. 267

13.498 Vocational Education - Program Improvement Projects, P. 269

13.499 Vocational Education - Special Needs (Special Program for Disadvantaged), P. 269

13.554 Career Education, P. 291

13.558 Bilingual Vocational Training P. 293

13.626 Rehabilitation Services and Facilities - Special Projects, P. 312

13.950 Education Research and Development, P. 409

17.232 Comprehensive Employment and Training Act (CETA) Programs, P. 573

23.012 Appalachian Vocational & other Educational Facilities & Operations, P. 634

49.002 Community Action, P. 732

72.009 Youth Challenge Program, P. 848

Facilities and Equipment

13.413 Educational Broadcasting Facilities, P. 226

13.445 Handicapped Innovative Programs - Deaf-Blind Centers, P. 243

13.551 Indian Education - Grants to Non-Local Educational Agencies, P. 290

13.626 Rehabilitation Services and Facilities, P. 312

13.631 Developmental Disabilities - Special Projects, P. 316

EDUCATION

Facilities and Equipment (Cont'd.)

14.219 Community Development Block Grants/ Discretionary Grants, P. 454

15.105 Indian Education - Contracts with Indian Tribal Organizations P. 462

23.012 Appalachian Vocational & Other Educational Facilities and Operations, P. 634

Resource and Development and Support

13.289 President's Council on Physical Fitness and Sports, P. 185

13.405 Civil Rights Technical Assistance and Training, P. 222

13.403 Bilingual Education, P. 221

13.410 Drop-Out Prevention, P. 225

13.488 Talent Search, P. 262

13.491 University Community Service - Grants to States, P. 264

13.520 Special Programs for Children with Specific Learning Disabilities, P. 276

13.525 Emergency School Aid Act - Basic Grants to Local Educational Agencies, P. 278

13.526 Emergency School Aid Act - Pilot Programs (Special Programs and Projects) P. 279

13.528 Emergency School Aid Act - Bilingual Education Projects, P. 280

13.529 Emergency School Aid Act - Special Programs and Projects (Non-Profit Organizations), P. 280

13.532 Emergency School Aid Act - Special Programs, P. 282

13.533 Right-To-Read -- Elimination of Illiteracy, P. 283

Resource Development and Support (Cont'd.)

13.535 Indian Education - Special Programs and Projects, P. 285

13.549 Ethnic Heritage Studies Program, P. 289

13.551 Indian Education - Grants to Non-Local Educational Agencies, P. 290

13.554 Career Education, P. 291

13.562 Education for Gifted and Talented Children and Youth, P. 296

13.565 Women's Educational Equity, P. 298

13.600 Child Development - Head Start, P. 306

13.768 Training Grants in the Field of Child Welfare, P. 337

15.105 Indian Education - Contracts with Tribal Organizations, P. 462

15.130 Indian Education - Assistance to Schools, P. 475

15.902 National Environmental Study Areas & National Environmental Education Development Program, P. 511

45.115 Promotion of the Humanities - Youth Grants, P. 707

49.002 Community Action, P. 732

72.005 National Student Volunteer Program, P. 847

72.009 Youth Challenge Program, P. 848

HEALTH

General Health and Medical Services

13.210 Comprehensive Public Health Services - Formula Grants, P. 140

13.224 Community Health Centers, P. 143

13.228 Indian Health Services - Health Management Development Program, P. 146

13.246 Migrant Health Grants, P. 159

HEALTH (Cont'd.)

General Health & Medical Services

13.251 Alcohol Community Service Programs, P. 160

13.252 Alcohol Demonstration Programs, P. 161

13.256 Health Maintenance Organization Development, P. 162

13.295 Community Mental Health Centers - Comprehensive Services Support, P. 189

13.714 Medical Assistance Program (Title XIX), P. 330

17.230 Migrant and Seasonal Farm Workers, P. 572

23.004 Appalachian Health Programs, P. 627

Mental Health

13.228 Indian Health Services - Health Management Development Program, P. 146

13.210 Comprehensive Public Health Services-Formula Grants, P. 140

13.240 Community Mental Health Centers - Staffing & Construction, P. 155

13.251 Alcohol Community Service Programs, P. 160

13.252 Alcohol Demonstration Programs, P. 161

13.257 Alcohol Formula Grants, P. 163

13.259 Mental Health - Children's Services, P. 165

13.266 Childhood Lead-Based Paint Poisoning Control, P. 168

13.269 Drug Abuse Prevention Formula Grants, P. 171

13.295 Community Mental Health Centers - Comprehensive Services Support, P. 189

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APPENDIX 4

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San Francisco, CA 94108
(415) 556-4951

GEORGIA
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1100 Spring Street, N. W.
Room #200
Atlanta, GA 30309
(404) 526-5131

ILLINOIS
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536 South Clark Street
Chicago, IL 60605
(312) 353-6664

NEW YORK
(Northeast: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Puerto Rico, Rhode Island, Vermont, Virgin Islands, Virginia, West Virginia)

729 Alexander Road
Princeton, NJ 08540
(609) 452-1712

TEXAS
(West Central: Arizona (Navaho Nationa only), Arkansas, Colorado, Louisiana, Montana, New Mexico North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming)

1100 Commerce Street
Room #5-D-22
Dallas, TX 75202
(214) 749-2877

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE: OFFICE OF EDUCATION - REGIONAL OFFICES

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Government Center
Boston, MA 02203
(617) 223-6831

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(212) 264-4600

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(215) 597-6492

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(404) 526-5817

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Chicago, IL 60606
(312) 353-5160

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(214) 749-3396

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Kansas City, MO 64106
(816) 374-3436

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(303) 837-3373

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San Francisco, CA 94102
(415) 556-6746

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1321 Second Avenue
Seattle, WA 98101
(206) 442-0420

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State Welfare Department
110 Bartholomew Avenue
Hartford, CT 06106

MAINE
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State Department of Health and Welfare
State House
Augusta, ME 04330

MASSACHUSETTS
Commissioner
Massachusetts Department of
Public Welfare
600 Washington Street
Boston, MA 02111

Commissioner
Massachusetts Commission for the Blind
39 Boylston Street
Boston, MA 02116

NEW HAMPSHIRE
Commissioner
Department of Health and Welfare
State House Annex
Concord, NH 03301

RHODE ISLAND
Director, Department of Social
and Rehabilitative Services
Aime J. Forand
State Office Building
600 New London Avenue
Cranston, RI 02920

VERMONT
Secretary
Agency of Human Services
State Office Building
Montpelier, Vt 05602

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Commissioner
Department of Institutions and Agencies
135 West Hanover Street
Trenton, NJ 08625

NEW YORK
Acting Commissioner
Department of Social Services
1450 Western Avenue
Albany, NY 12243

REGION 3

DELAWARE
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Department of Health and Social Services
Delaware State Hospital
New Castle, DE 19720

DISTRICT OF COLUMBIA
Director
Department of Human Resources
District Building
14th and E Streets, N. W.
Washington, D. C. 20004

MARYLAND
Secretary
Department of Human Resources
1100 North Eutaw Street
Baltimore, MD 21201

PENNSYLVANIA
Secretary
Department of Human Welfare
Health and Welfare Building
Harrisburg, PA 17120

VIRGINIA
Commissioner
Department of Welfare
8007 Discovery Drive
Richmond, VA 23288

Director
Virginia Commission for the
Visually Handicapped
3003 Parkwood Avenue
Richmond, VA 23221

WEST VIRGINIA
Commissioner
Department of Welfare
1900 Washington Street, East
Charleston, WV 25305

REGION 4

ALABAMA
Commissioner
State Department of Pensions and Security
64 North Union Street
Montgomery, AL 36104

FLORIDA
Secretary
Department of Health and
Rehabilitative Services
1323 Winewood Boulevard
Tallahassee, FL 32301

GEORGIA
Acting Commissioner
Department of Human Resources
State Office Building
Atlanta, GA 30334

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE: OFFICE OF SOCIAL AND REHABILITATION SERVICES (TITLE XX) - REGIONAL OFFICES (Continued)

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Secretary
Department for Human Resources
Capitol Building Annex, Room #201
Frankfort, KY 40601

MISSISSIPPI
Commissioner
State Department of Public Welfare
Post Office Box #4321
Fondren Station
Jackson, MS 39216

NORTH CAROLINA
Secretary
Department of Human Resources
325 North Salisbury Street
Raleigh, NC 27611

SOUTH CAROLINA
Commissioner
Department of Social Services
Post Office Box #1520
Columbia, SC 29202

TENNESSEE
Commissioner
State Department of Human Services
204 State Office Building
Nashville, TN 37219

REGION 5

ILLINOIS
Acting Director
Illinois Department of Public Aid
222 College Street
Springfield, IL 62706

INDIANA
Administrator
Indiana Department of Public Welfare
State Office Building, Room #701
100 North Senate Avenue
Indianapolis, IN 46204

MICHIGAN
Director
Department of Social Services
Commerce Center Building
300 South Capitol Avenue
Lansing, MI 48936

MINNESOTA
Commissioner
Department of Public Welfare
Centennial Building
658 Cedar Street
St. Paul, MN 55155

OHIO
Director
Ohio Department of Public Welfare
State Office Tower, 32nd Floor
30 East Broad Street
Columbus, OH 43215

WISCONSIN
Secretary
Department of Health and Social Services
1 West Wilson Street
Madison, WI 53702

REGION 6

ARKANSAS
Director, Department of Social and
Rehabilitation Services
406 National Old Line Insurance Building
Little Rock, AR 72201

LOUISIANA
Commissioner
Health and Human Resources Administration
Post Office Box #44215
Baton Rouge, LA 70804

NEW MEXICO
Executive Director
Health and Social Services Department
Post Office Box #2348
PERA Building
Santa Fe, NM 87503

OKLAHOMA
Director
Department of Institutions/Social
and Rehabilitative Services
Post Office Box #25352
Oklahoma City, OK 73125

TEXAS
Commissioner
State Department of Public Welfare
John H. Reagan Building
Austin, TX 78701

GUAM
Acting Director
Guam Department of Public Health
and Social Services
Government of Guam

HAWAII
Director
State Department of Social Services and Housing
Post Office Box #339
Honolulu, HI 96809

NEVADA
Director, State Department of Human Resources
Union Federal Building
308 North Curry Street
Carson City, NV 89701

REGION 10

ALASKA
Commissioner
Department of Health and Social Services
Pouch H
Juneau, AK 99801

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE: OFFICE OF SOCIAL AND REHABILITATION SERVICES (TITLE XX) - REGIONAL OFFICES (Continued)

IDAHO
Administrator
Department of Health and Welfare
State House
Boise, ID 83720

OREGON
Director
Department of Human Resources
318 Public Service Building
Salem, OR 97310

WASHINGTON
Secretary
Department of Social and
Health Services
Post Office Box #1788
Olympia, WA 98504

REGION 7

IOWA
Commissioner
Department of Social Services
Lucas State Office Building
Des Moines, IA 50319

KANSAS
Secretary
Department of Social and
Rehabilitation Services
State Office Building
Topeka, KS 66612

MISSOURI
Director
Department of Social Services
Broadway State Office Building
Jefferson City, MO 65101

NEBRASKA
Director
Department of Public Welfare
1526 "K" Street, Fourth Floor
Lincoln, NE 68508

REGION 8

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Executive Director
Department of Social Serv ices
1575 Sherman Street
Denver, CO 80203

MONTANA
Director, Department of Social
and Rehabilitation Services
Post Office Box #1723
Helena, MT 59601

NORTH DAKOTA
Executive Director
Social Service Board of
North Dakota
State Capitol Building
Bismarck, ND 58501

SOUTH DAKOTA
Secretary
Department of Social Services
State Capitol Building
Pierre, SD 57501

UTAH
Executive Director
Department of Social Services
221 State Capitol
Salt Lake City, UT 84114

WYOMING
Acting Coordinator
Department of Health and Social Services
State Office Building, West
Room #317
Cheyenne, WY 82001

REGION 9

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Director
State Department of Economic Security
1515 West Jefferson
Phoenix, AZ 85005

CALIFORNIA
Secretary
State of California Health and
Welfare Agency
915 Capitol Mall, Room #200
Sacramento, CA 95814

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New York, NY 10007

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Curtis Building
6th and Walnut Streets
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Pittsburgh, PA, Philadelphia, PA, District of Columbia, Baltimore, MD, Richmond, VA

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911 Walnut Street
Kansas City, MO 64106

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Kansas City, KS, St. Louis, MO, Omaha, NE

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Federal Building
1405 Curtis Street
Denver, CO 80202

Area Offices
No Area Offices. Insuring Offices: Casper, WY, Helena, MT. Fargo, ND, Sious Falls, SD, Salt Lake City, UT

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450 Golden Gate Avenue
Post Office #36003
San Francisco, CA 94102

Area Offices
San Francisco, CA, Los Angeles, CA

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1321 Second Avenue
Seattle, WA 98101

Area Offices
Seatle, WA
Portland, OR

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LEAA, U. S. Department of Justice
100 Summer Street, 19th Floor
Boston, MA 02110
(617) 223-2671 (Administration)

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Regional Administrator
LEAA, U. S. Department of Justice
26 Federal Plaza, Room #1337
New York, NY 10007
(212) 264-0511 (Administration)

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LEAA, U. S. Department of Justice
325 Chestnut Street, Suite #800
Philadelphia, PA 19106
(212) 597-0807 (Admin. & LEEP)

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Regional Administrator
LEAA, U. S. Department of Justice
730 Peachtree Street, N. E., Room #985
Atlanta, GA 30308
(404) 526-5868 (Administration)

REGION V: CHICAGO
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Regional Administrator
LEAA, U. S. Department of Justice
O'Hare Office Center, Room #121
3166 Des Plaines Avenue
Des Plaines, IL 60018
(312) 353-1203

REGION VI: DALLAS
(Arkansas, Louisiana, New Mexico, Oklahoma, Texas)

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LFAA. U. S. Department of Justice
200 Praetorian Building
1607 Main Street
Dallas, TX 75201
(214) 749-7211

REGION VII: KANSAS CITY
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LEA, U. S. Department of Justice
436 State Avenue
Kansas City, KS 66101
(816) 374-4501 (Administration)

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LEAA, U.S. Department of Justice
6324 Federal Building
19th and Stout Streets
Denver, CO 80202
(303) 837-2456 (Administration

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Regional Administrator
LEAA, U. S. Department of Justice
1860 El Camino Real, 3rd Floor
Burlingame, CA 94010
(415) 976-7256 (Administration)

REGION X: SEATTLE
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LEAA, U. S. Department of Justice
130 Andover Park, East
Seattle, WA 98188
(206) 442-1170

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Boston, MA 02203

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New York, NY 10036

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Philadelphia, PA 19101

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Atlanta, GA 30309

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Denver, CO 80202

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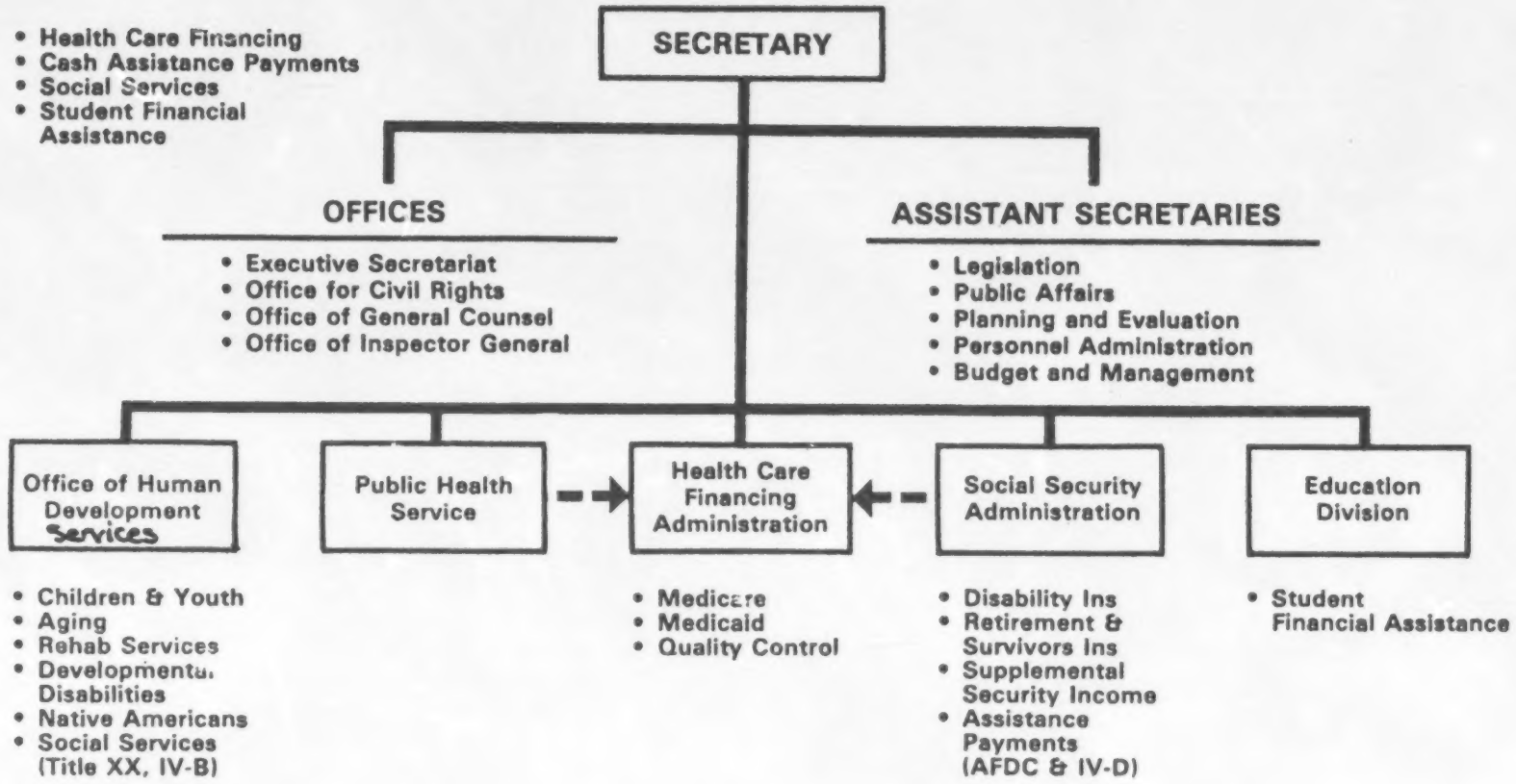
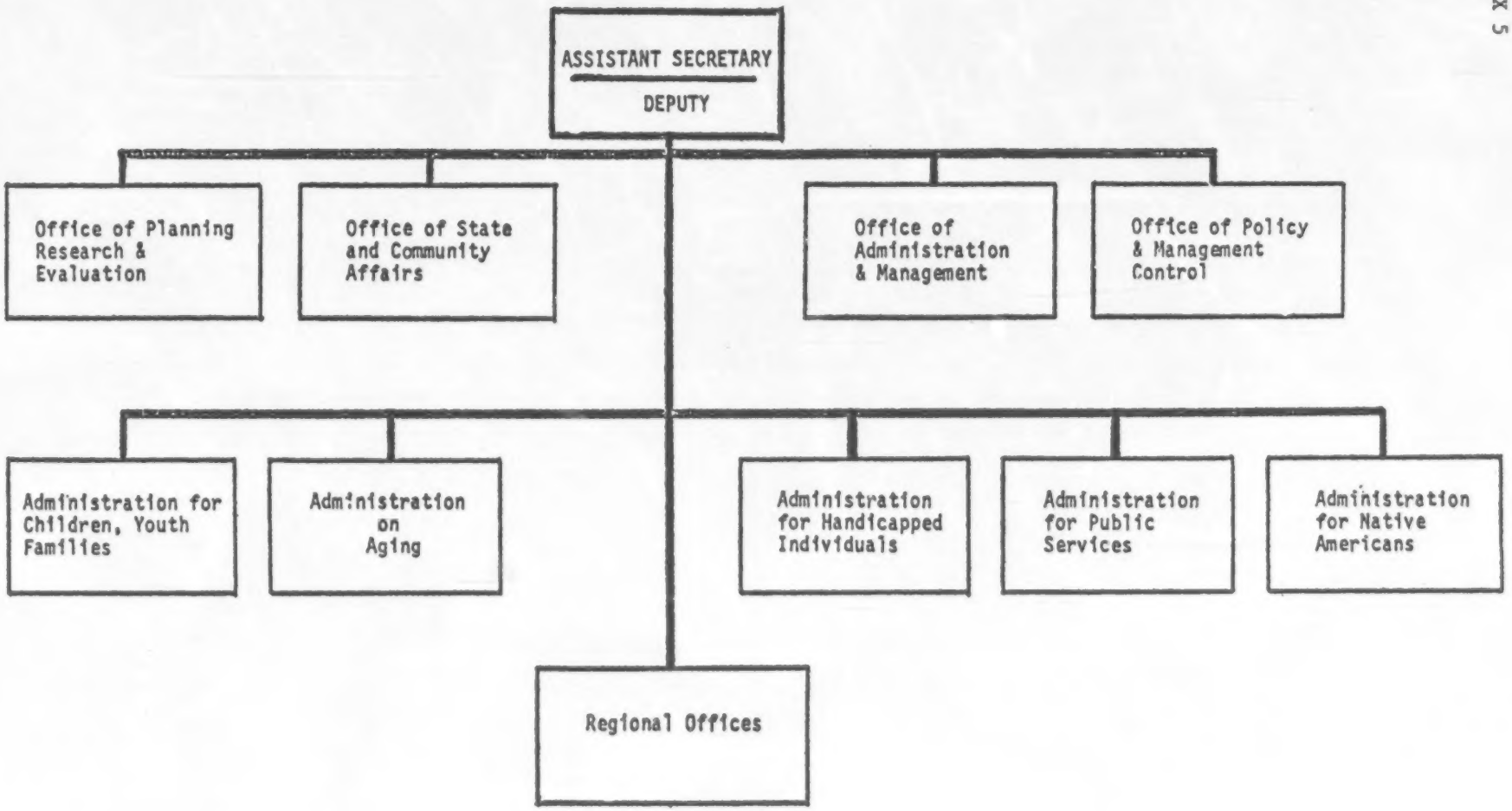
Seattle, WA 98101

SUMMARY OF REORGANIZATION



OFFICE OF HUMAN DEVELOPMENT SERVICES

After Reorganization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DEPUTY
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Office of State and Community Affairs
Office of Administration & Management
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Administration for Children, Youth Families
Administration on Aging
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